

# **college** **AND UNIVERSITY** **business**

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**JANUARY 1959**

***Planning a Campus***

***Function of the College Trustee***

***Are Foreign Student Drivers Accident-Prone?***

***The Art of Food Service Merchandising***

***Mechanizing Advance Registration***



UNION BUILDING, IOWA WESLEYAN COLLEGE, MT. PLEASANT (page 29)

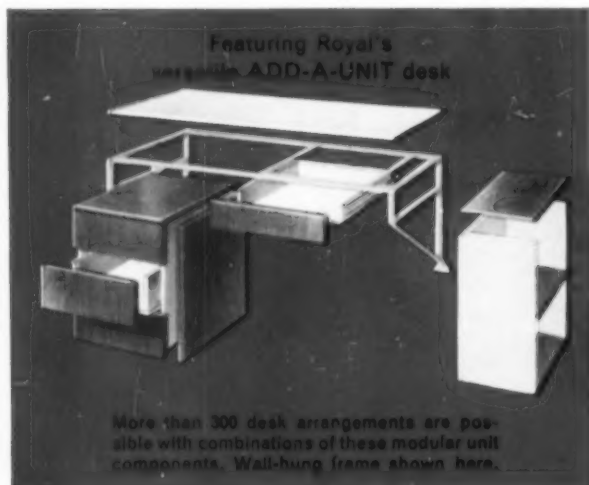


Furniture shown: Cherrywood panels and white tops. Also available in Finnish Birch or American Walnut. Free-standing Add-A-Unit desk illustrated.

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# PROCLAIMED "ONE OF THE FINEST"

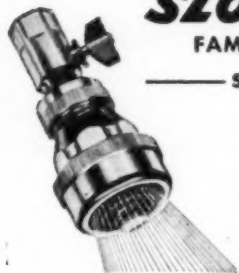
• On a 126-acre hilltop site just a few miles from Pittsburgh stands a truly remarkable achievement in hospital facilities for the rehabilitation of medically indigent persons. Six years of planning, three years of constructing and more than \$22-million were devoted to reaching an extraordinary goal. This large capacity hospital has 11 interconnected buildings, including an 8-story main structure, two 3-story convalescent wings, two rows of ambulatory dormitories facing a park area—also an auditorium, chapel, facili-

ties for hospital personnel, and buildings for general services. Broad, cheerful views of parks, garden courts and shallow pools are brought into the wards through 6,500 windows and glass-walled corridors for the therapeutical benefit of patients. Near all wards are day rooms and solariums which are attractive and enjoyable gathering places for patients. This new pace-setting hospital is completely equipped with SLOAN *Flush VALVES*, famous for efficiency, durability and economy.

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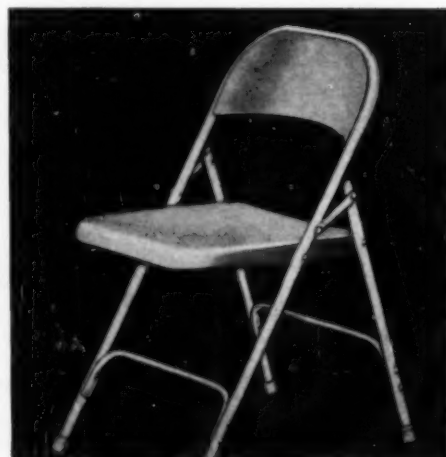


No other folding chair of any design, or at any price, can match the strength of the Samsonite all-steel folding chair. The electrically welded tubular steel frame will not bend or buckle. And no other steel chair has Samsonite's comfort. Seats and backs are designed to prevent tiring, offer maximum seating pleasure.

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AMONG THE AUTHORS: Milburn P. Akers, executive editor of the *Chicago Sun-Times* since 1950, and trustee of two Illinois colleges, points out in this issue the responsibilities he feels a trustee should assume in relation to the college or university with which he is associated. Mr. Akers, an active newspaper man ever since he was graduated from college, joined the *Chicago Sun-Times* staff in 1941 as a political reporter and columnist. . . . John Morris, director of safety at the University of Illinois, reports on the disturbing trend of automobile accidents in which foreign students attending American colleges are involved. The data developed out of his research would suggest prompt action by university administrators in correcting the critical situation. Prior to joining the staff of the University of Illinois, Mr. Morris had been an active member of the University of Minnesota staff. . . . Margaret Wylie, food service consultant, emphasizes the importance of proper merchandising for college and university food service administrators. Miss Wylie speaks out of a long experience in hospital and university food service administration.



# QUESTIONS AND ANSWERS

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### Student Loans

Question: What should be the criteria for allocation of student loans? Will ownership of an automobile disqualify a potential loan recipient? Should the business manager be on the loan committee? — G. T., Ore.

ANSWER: With the rising cost of education the comfortable old idea that "any student can get a college education who has it in him" simply no longer prevails. Today in American higher education financial aid to students usually is rendered in one of four forms: scholarships, remitted fees, remunerative employment, and loans.

The student loan differs from any of the other forms mentioned in that the institution expects the amount of the grant to be returned at some later date. In granting student loans, the institution should realize that it has not merely an opportunity of rendering a service to relieve some financial need but also an excellent opportunity for teaching students sound business procedures. At the time of the loan, all applicants should be impressed with the seriousness of the transaction. In general, it is good practice to make a loan for the current year only, renewable as it seems desirable. Needless to say, the academic ability of the student should be taken into account. Applicants who are preparing for a professional service in which they will have a reasonable guarantee of earning a steady income are more generally suitable for loans.

All applicants should be carefully screened by officials in charge of the student's academic program, along with a member of the business manager's staff, who can attest to the institution's complete satisfaction that the student is in need of the money and that the prospects for repaying the loan are reasonably good.

If, for daily transportation the student must have an automobile to com-

plete his education, its ownership should not disqualify him for a student loan.—JAMES KENNY, S.J., *business manager, Fordham University.*

### Financial Reports

Question: In what way can I improve our annual financial reports so that they can more effectively interpret our institution? — F.S., Minn.

ANSWER: The financial report of a college or university must provide accurate data which disclose the financial condition at the close of a fiscal year and which set forth the results of operation. It can do much more. It can provide for the general public an excellent summary of the nature and scope of the educational program and how the program was financed for the year under review.

The financial report should provide assurance of integrity in the administration of funds, but it will be much more informative if it also describes briefly how the dollars were used to carry out the end objectives of the institution. This can be done in part through the use of graphic and pictorial material and through a description of highlights of the year. The major achievements in research, new developments in instructional techniques, and expansion and enrichment of the educational program can be included in the report.

The report may be widely circulated among friends and alumni of the institution, and might also be sent to editors of leading newspapers. It should not be a gaudy, publicity seeking document; neither need it be dull and colorless.

A number of colleges and universities, as well as commercial firms, now prepare both a popular summary type of report and a statistical report in much greater detail. The summary report is distributed to a greater number of people. As an alternative to this procedure, a single report may be divided into two parts, the first section containing graphs, charts, pictures and highlights of the educational program as related to finance, and the second, the formal financial exhibits and schedules. — R. W. KETTLER, *controller, the Regents of the University of California.*

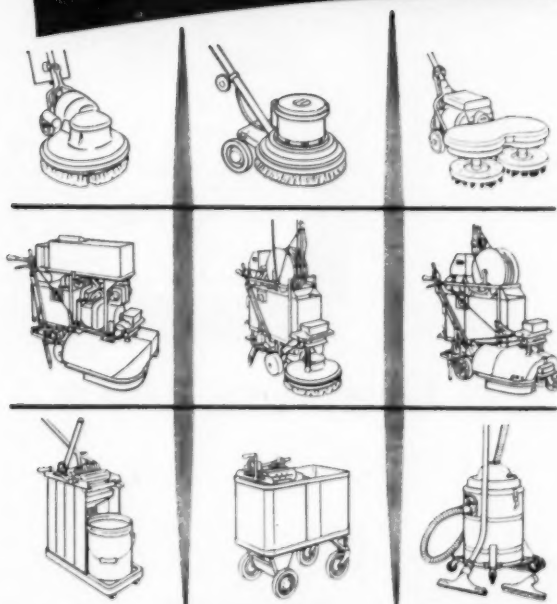
If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE and UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill.

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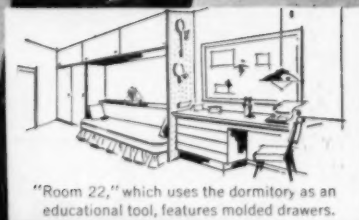
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## OUTFITTING A DORMITORY?



"Room 22," which uses the dormitory as an educational tool, features molded drawers.

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why good cooks everywhere depend on Heinz Ketchup—and why Heinz Ketchup outsells *all* other kinds.

● **The two recipes below** are two ways that chefs "cook with Ketchup—HEINZ to be sure." Try 'em soon—and you'll become a cook-with-Heinz booster.

# Heinz 57

*You know it's good because it's Heinz!*

### FASOULIA

SERVINGS: 48 (¾ cup each)

PRODUCTS: Magic Onions, Tomato Soup, Ketchup

#### INGREDIENTS

	WEIGHT	MEASURE
*Magic Onions	1½ ozs.	1 cup
Water		1 cup
Ground beef or lamb	8 lbs.	
Shortening		¼ cup
Salt		¼ cup
Heinz Condensed Cream of Tomato Soup, undiluted		1 51-oz. can
Heinz Tomato Ketchup		1 quart
Cooked green beans	5½ lbs.	1 gallon

Cover onions with water; allow to stand 20 minutes. Brown beef and onions in shortening. Add salt and remaining ingredients. Heat.

\*1 quart chopped, fresh onions may be substituted; omit water.

### JAMBALAYAH

SERVINGS: 50 (¾ cup each)

PRODUCTS: Magic Onions, Tomato Soup, Ketchup, Worcestershire Sauce

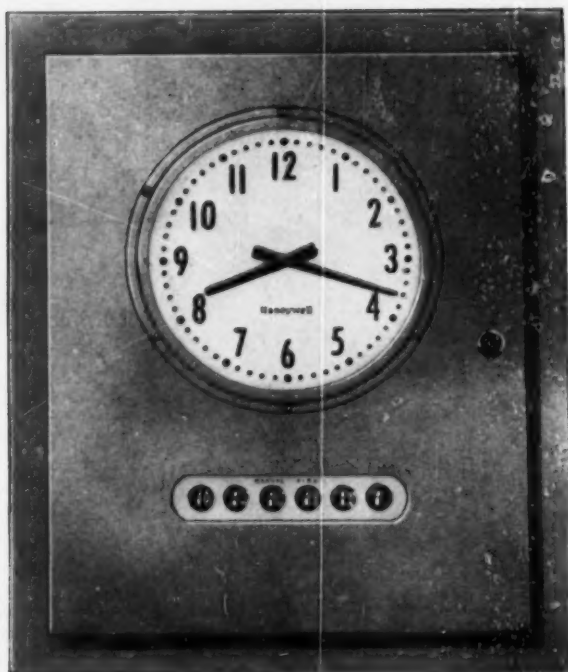
#### INGREDIENTS

	WEIGHT	MEASURE
Green shrimp	12½ lbs.	
*Chopped Magic Onions		1¾ cups
Water		3½ cups
Celery, chopped	2 lbs.	2 quarts
Green pepper, chopped	1 lb., 6 ozs.	1 cup
Shortening	8 ozs.	1 cup
Heinz Condensed Cream of Tomato Soup, undiluted		3 51-oz. cans
Heinz Tomato Ketchup		1 quart
Heinz Worcestershire Sauce		¾ cup
Salt		1 tablespoon

Cook shrimp; remove shells; devein. Cut in half lengthwise. Cover Magic Onions with water; allow to stand 20 minutes. Cook celery and green peppers in shortening until tender. Combine shrimp, vegetables, soup and remaining ingredients. Heat over low heat or in steam-jacketed kettle. Serve over hot, fluffy rice.

\*7 cups chopped fresh onions may be substituted. Omit water.

# From Honeywell:



Honeywell Clockmaster Systems combine rugged, simple construction with a variety of attractive clock faces, both flush and surface mounted, with dials sized from 9 to 18 inches. All are made to Honeywell's standards of quality and backed by Honeywell's guarantee.

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By working with educators throughout the country, the Honeywell man is aware of many of your time and programming requirements—can recommend a system that best fits your specific needs.

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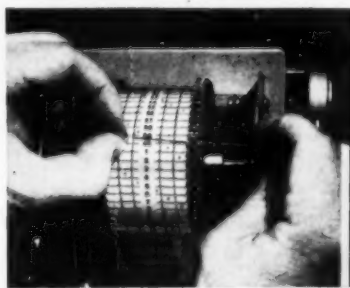
## NOTE THESE OUTSTANDING FEATURES:

- Operates any number of bells
- Corrects each clock independently every hour
- Choice of either minute-impulse or synchronous-wired movements
- Turns lights on or off
- Free one-year guarantee; checkout assistance and maintenance quickly available from Honeywell experts

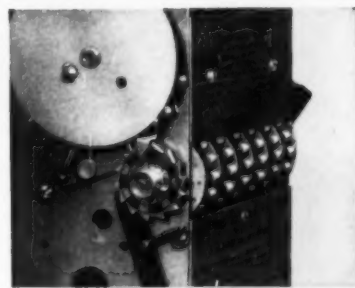
## HERE'S WHY CLOCKMASTER PROGRAMMING IS THE EASIEST TO SET



1. Same setting wheel on Master Clock that sets time also sets program.



2. Reusable pin and roller, inserted opposite minute mark, actuates signal.



3. Calendar programming makes it easy to silence all signals.

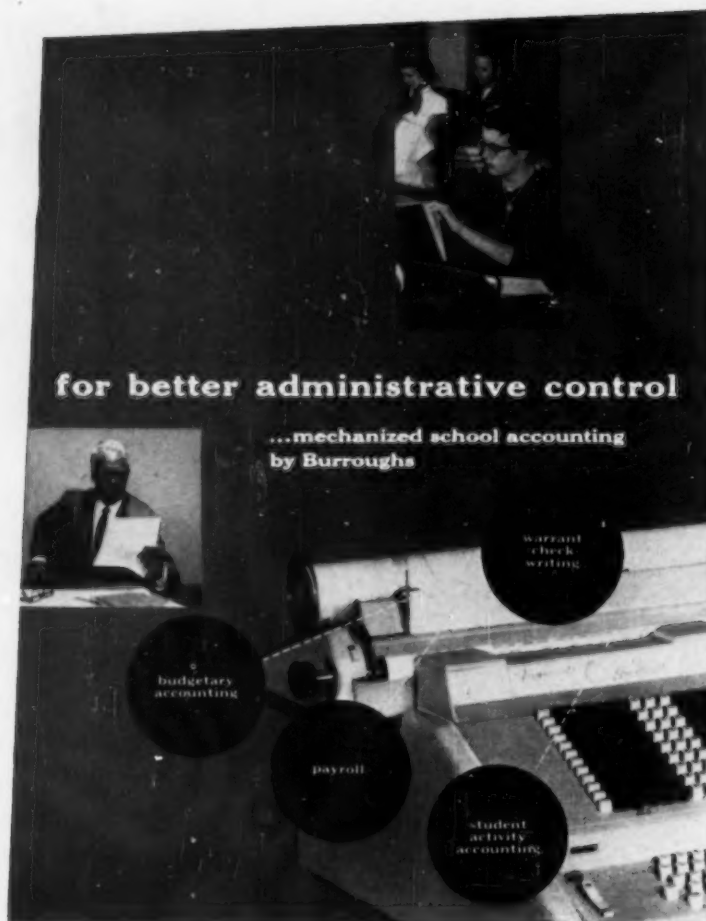
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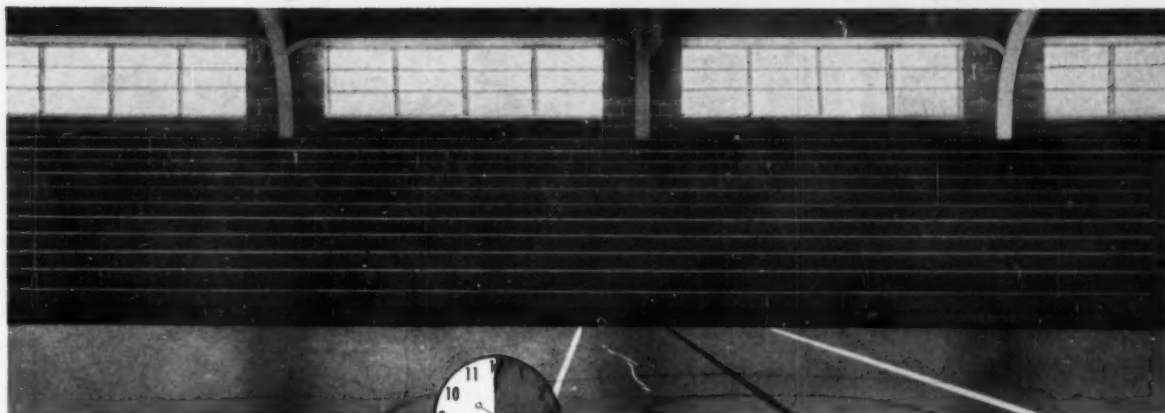
*"NEW DIMENSIONS / in electronics and data processing systems"*





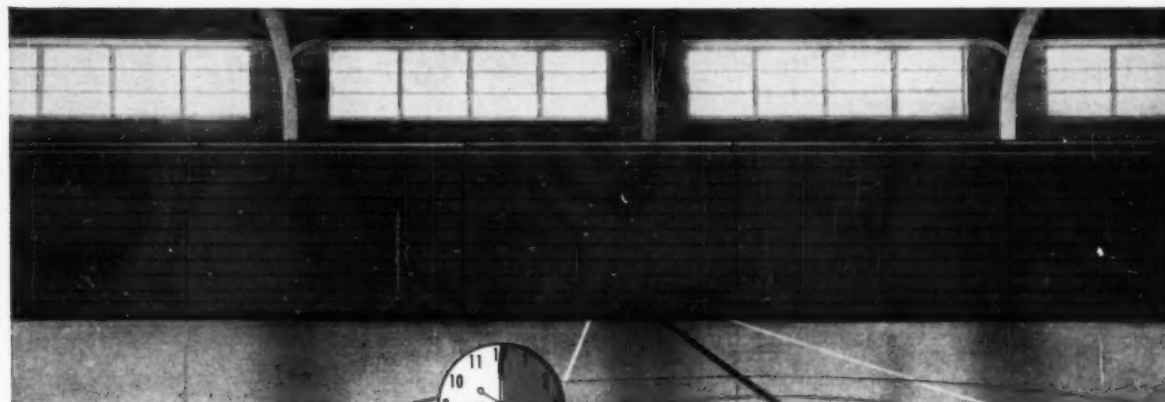


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*Write for catalog*



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location in gym which allows full  
visibility of seats.

# **MEDART**

## **TELESCOPIC GYM SEATS**

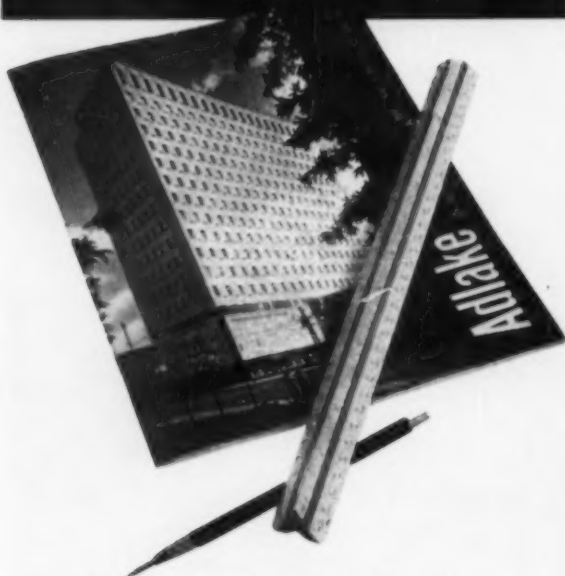
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and accidental  
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rounded corners to ease  
sitter's leg tension.  
L-shaped, securely  
welded steel bridging  
plus roll-beaded bottom  
edge provides added  
support and strength.

● Long wearing,  
beige color Super-  
Dylan high com-  
pression molded feet  
provide non-marring  
floor contact.

● Leg stretchers of heavy  
gauge tubular steel  
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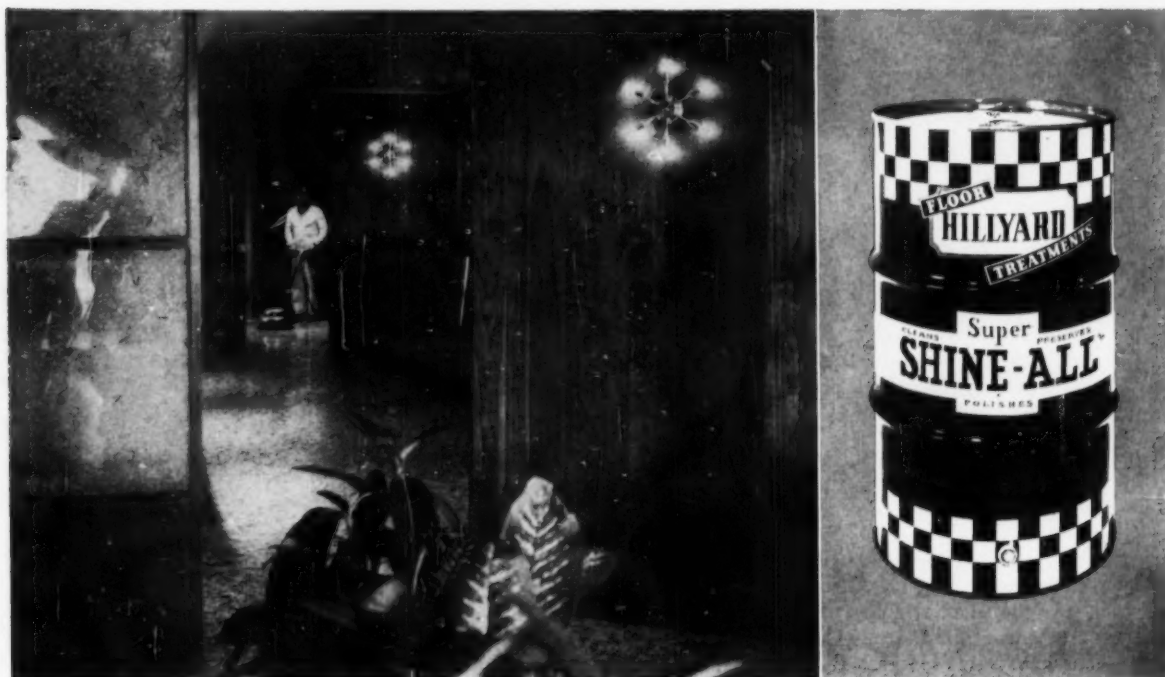
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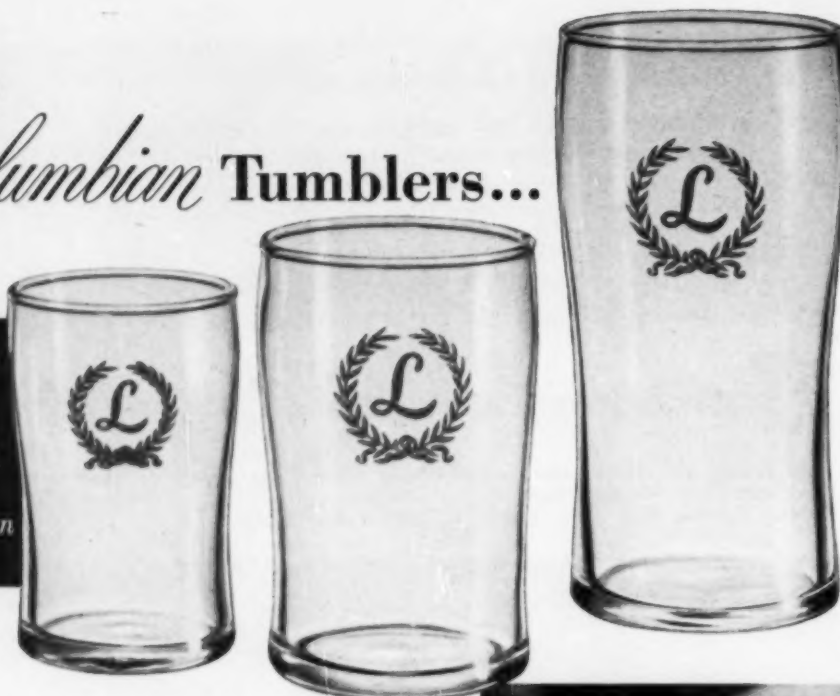
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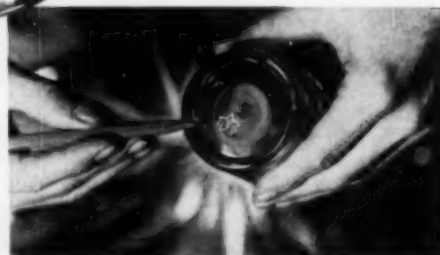
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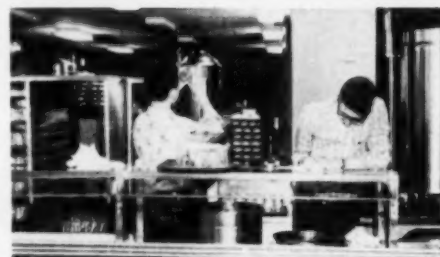


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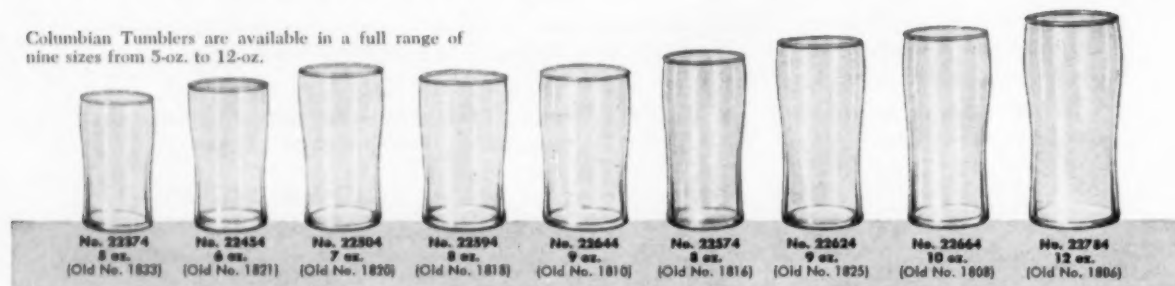
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**NATION'S LARGEST MANUFACTURER OF COMMERCIAL AND INDUSTRIAL LIGHTING EQUIPMENT**

## Better Educational Statistics

ARTHUR S. ADAMS

President, American Council on Education, Washington, D.C.



**P**ROBABLY there has never been a time when American education had a more serious need to know where it is and where it is going. Under searching public scrutiny, education has been unable to describe clearly and accurately what it is doing. Faced with unprecedented problems involving a rapidly growing student population, an enormous expansion of knowledge, and a proliferation of professions and semiprofessions demanding new skills and combinations of skills, education lacks much of the information necessary for effective planning. The need for better educational statistics is evident and urgent.

As one means of attacking this problem, the American Council on Education, with financial support from the Carnegie Corporation, has established the Office of Statistical Information and Research. Its objective is not to add more statistics to those available but to increase the usefulness of existing information and to improve the methods of producing new information.

For example, both industrial leaders and members of Congress have been interested in assisting the colleges and universities to provide new buildings adequate to meet the rising tide of students. For several years they have been asking two questions: How much new space will be needed? What will it cost? O.S.I.R. decided last spring that adequate data had been gathered by state planning agencies and by the U.S. Office of Education to support a worth-while preliminary estimate. The result was a report published in July. It seems probable that this report will have a significant influence on congressional legislation next spring.

For many years a great deal of energy devoted to collecting educational statistics has been wasted. Questionnaires have piled up on the desks of harassed administrators, who knew they were being asked to answer the same questions over and over again but had no way of rectifying the situation. O.S.I.R. has established a series of listening posts in educational institutions and has been publishing, at frequent intervals, descriptions of questionnaires received. The results have been gratifying. Numerous research projects have been redirected when it was learned that similar projects were under way or completed. Furthermore, the results of completed projects have been made available rapidly to those who want the answers.

Much of the available statistical information is less useful than it might be because it cannot be combined with information from other sources. For example, various questionnaires have a half-dozen different definitions of such terms as "student" and "faculty member." It is obviously impossible to correlate one study that considers a student as any person enrolled during a certain period with another that uses "student" as a theoretical unit of demand for a certain amount of instruction. O.S.I.R. is endeavoring to persuade the agencies that gather statistics to agree on common definitions of terms. A notable cooperative effort in this direction has been undertaken by the accrediting associations.

Identification of gaps in existing statistics and exploration of ways to fill the gaps are among the other activities of O.S.I.R. Conferences have brought together representatives of the users of information and representatives of the agencies that gather educational statistics. Studies in process or in the planning stage have resulted.

One of the reasons developments in this area come so slowly is that long-range projects designed to show trends have a built-in resistance to change. Adoption of a new definition of "student" now would make numerous current studies comparable, but it would make previous studies not comparable. Consequently, questions of relative usefulness arise that call for prolonged discussion and careful scrutiny. The staff of O.S.I.R. has participated in several enterprises of this kind.

Sometimes we tend to think of statistics as primarily national in scope. In another, more limited but extremely important, sphere of statistical research O.S.I.R. has taken special interest. Many colleges and universities now have offices or bureaus that study internal problems. Until quite recently, there was little communication among these agencies. O.S.I.R. is now in touch with most of these offices and bureaus, and is telling them what kinds of studies have been made and how they can learn the procedures used and the results obtained.

The Council believes that O.S.I.R., while still in its infancy, will continue to increase its assistance to data gathering agencies, to data using institutions and organizations, and to the general public. The last is of supreme importance, because the public must know where we are going before deciding how to help us reach our goal.

# LOOKING FORWARD

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## The Administrator's Bookshelf

**A**S ONE begins the calendar year and heads into the back stretch of the academic year, seasonal opportunity for reflection presents itself.

The average college administrator finds the duties and routine of his office so demanding on time and energy that he sometimes forgets he is a part of an educational institution. As a functioning executive of such an enterprise, he owes it to himself to maintain a high standard of intellectual curiosity so that his understanding continues to improve.

On more than one occasion, it has been suggested in these columns that administrators would be spending their time to good advantage by establishing a system of regular reading of books and pamphlets pertinent to their work.

In recent weeks, a variety of material of interest to college administrators has rolled off the press. These volumes are being referred to here in the hope that brief comment may pique administrator curiosity.

**Principles of College and University Administration**, Lloyd S. Woodburne, Stanford University Press. The author is dean of the college of arts and sciences at the University of Washington. His book is readable, practical and gives evidence of a knowledge of the essential factors in college or university administration.

Dean Woodburne recognizes that the growth and complexity of higher education make a review of academic administration appropriate. As he says: "Teaching and research are the major functions, and yet administrative procedures can make them less effective than they should be. Because of the force of tradition and local customs, no determination can be made of the one correct solution to each administrative problem in higher education. As a consequence, the attempt has been made to analyze each procedure and each basis of organization to show the appropriate method under different sets of conditions. This has made the treatment discursive, but has the advantage of providing a choice for the reader. The reader must analyze his own institutional conditions, therefore, to adapt the discussion to the needs of a college differing in many respects from almost every other institution in the country."

Chapter headings give the prospective reader some hint of the scope of the author's research: University Organization, Physical Plant and Budgetary Control, College or School Administration, Faculty Personnel Administration,

Procedures of Tenure and Promotion, Curriculum and Teaching, Departmental Administration, Nonacademic Personnel, Educational Priorities and Operational Research, Research Work and the Graduate School, Dean of Students Office, and Summer Session and Adult Education.

**College Teaching by Television**. Published by the American Council on Education, this is a report of the Conference on Teaching by Television in colleges and universities held at Pennsylvania State University.

The volume, as reported on the book jacket, "brings together the varied and sometimes conflicting experience of those who have worked with the medium in its experimental stages and who are or have been directly engaged in teaching. It thus represents, through papers and panel discussions, a range of opinion of faculty members, as they review and appraise the use of televised instruction to date, examine its broader implications, and suggest ways of improving its use in the future."

The administrator who must coordinate the efforts of various faculty personnel in a program of teaching by television needs to know more than just the mechanical and financial problems involved. He needs to know something about the idea of teaching by television. This volume will help to provide the necessary philosophical background and should be a volume available for ready reference.

**The Advancement of Understanding and Support of Higher Education**. This booklet published by the American College Public Relations Association summarizes the conference on organizational principles of college and university relations held at the Greenbrier at White Sulphur Springs in West Virginia in 1958.

The conference, made possible by a grant from the Ford Foundation, was a cooperative effort of the American Alumni Council and the American College Public Relations Association.

As one reads the conference report, it might be assumed that the public relations director occupies the strategic position in all college and university administration. This point of view might be challenged by other administrators on the campus scene. However, it becomes quite apparent as one studies the conference report that the successful implementation of a program of communication and interpretation should become a primary concern of top university administration. On this assumption rests much of the future fiscal stability of higher education.



A TRUSTEE GIVES HIS VIEWS ON

## Who Should Sit on the Small College Board

MILBURN P. AKERS

Executive Editor, Chicago Sun-Times

**M**ANY colleges would profit immensely if they would modernize their concepts as to what qualities are needed on a board of trustees.

If you have qualified men on your board you should let them work at the job. You should let the hotel or restaurant man on the board really get into your room and board business; you should let the public relations board member really dig into your public relations activities; you should let the purchasing agent board member actually inquire into your purchasing methods and results. And so on.

*(Continued on Page 20)*

The men who will occupy the board room should be as diverse in skills, experiences and abilities as is humanly possible.



(Continued From Page 19)

A good way to keep department heads on the track is to require them to give, in writing, a justification for the time and money they are spending. This is especially necessary for nonrevenue departments, where results are less easily discernible. I am not overlooking the need for the same type of oversight of the revenue producing departments.

What I have in mind is this: Frequently, in business as well as in colleges, we accept the need for the nonrevenue departments, and then forget them. Then, at some later date, someone discovers some activity — an activity costing money — that has long since ceased to serve a necessary purpose. We have a tendency, once we have reconciled ourselves to the establishment of such activities, to regard them as sacrosanct, untouchable, unalterable. As long as we need them they may be. But we must continually be determining the right answer to the question: Do we need them?

### **Judgment Will Differ**

On that score, your judgment and mine will differ. On the academic side I'm content to leave such determinations to the academician, but as a trustee I believe I have the right and the duty to insist that you and your academic activities be continually making such examination and such determination.

With the nonacademic areas — purchasing department, public relations department, development department, investment program, management of college properties, and college funds — trustees should concern themselves even more.

Under the corporate structure of most colleges, trustees are essential. They constitute the corporate body; they provide the legal succession from one generation to another; they comprise the legal entity that can sue and be sued, that can receive and disperse monies, that can enter into contracts. Few trustees realize the extent of their legal power, and fewer still even seek to exercise it. Considering the lack of time and attention some trustees give to the job, I believe it is well that they do not.

The tendency is to find a capable administrator, turn the institution

over to him, rubber-stamp his various actions and recommendations at one or two board meetings a year, and do nothing else other than, perhaps, make an occasional cash donation, until and unless the college president dies, retires, resigns or requires removal. Then the process starts all over again.

Now that may be the way some college administrators like it. But I doubt if that is the easiest or quickest way for a college president to achieve success for himself or for his institution. And I doubt if that is the way a really worthwhile trustee likes it.

If the director of a business corporation were of no more value to his company than that, his services as director would be quickly terminated at the end of his term, unless, of course, his own stockholdings were so large as to make his continuance imperative.

I am not suggesting, even indirectly, that a trustee should inject himself into the academic phase of his institution. It is his duty, of course, to chart, along with his fellow board members, the academic goals of the college. It is his duty to see that the primary goals of the institution are not lost sight of or debased by the administration. He has the duty to make certain that the college president and the faculty are correctly implementing the institution's philosophy. But he should not inject himself into the academic phase of the college beyond the limitations set forth: the determination of the institution's academic goals and philosophy, and the maintenance of those goals and that philosophy.

As a trustee, I know few faculty members — and I deliberately seek to avoid their acquaintance — at either institution with which I am connected. I do seek to be well acquainted with the president and the academic dean. For it is through my acquaintance with them that I know, or believe I know, whether the college is maintaining its academic goals and philosophy.

I do not concern myself with the selection of individual professors, the selection of textbooks, the details of the curriculum, classroom techniques, and such matters. I am wholly uninterested in whether the teacher is a Republican, a Democrat, a conservative, a liberal, or merely a somewhat confused maverick. If he satisfies the president and the dean, he satisfies

me — provided, of course, I am satisfied with the president and the dean.

So, satisfied with the president and the dean, I give my attention to those areas in which my experience, education and abilities qualify me to be of aid.

Placing a high evaluation on my own experiences and abilities, I get into many areas; probably too many. This brings me to a discussion of the particular role or roles with which a trustee can and should concern himself.

If I were a college president I would want a board of trustees representative of many skills and abilities and experiences, for a college can use them all. I would have only one representative of each profession, trade or calling on my board: one lawyer, one banker, one clergyman, one business executive, one C.P.A., one doctor, one insurance man, and one only from the representative trades and professions. As a newspaperman, I might add that I'd certainly not have more than one newspaperman, if any, on my ideal board.

### **Diverse in Skills**

To restate it briefly, I'd seek to create a board as diverse in skills, experiences and abilities as humanly possible. For it would be out of that diversity that the maximum of advice and the maximum of aid would come.

Institutions go out into the highways and byways in search of successful men to serve on their boards. And, on occasions, they agree to serve. Then, in too many instances, they discover that about all that is wanted of them is (1) approval, at one or two board meetings a year, for whatever it is you have been doing or plan to do, and (2) a check now and then.

All too often the psychology of successful men is not understood. They have, in most instances, become successful because they are workers; they are men accustomed to giving much of themselves to whatever task they undertake; they are men filled with a creative spirit; they are men who enjoy doing the difficult — yes, enjoy accomplishing even the impossible. They have become successful because they are willing to accept responsibility, because they have the capacity to analyze, and because they have the capacity to make decisions and the courage to take carefully calculated risks.

From a paper presented at the summer workshop of the Council for the Advancement of Small Colleges, East Lansing, Mich. August 1958.

The new board member enters upon his new duties expecting to be called upon for help, especially in the area in which he is versed. He expects to give of his time and of his abilities to college problems in the same manner and in the same degree that he gives to the problems of the corporations on whose boards he serves.

Most successful men, having incidentally garnered a quantity of this world's goods, don't evaluate their own worth by their own bank accounts but measure themselves by their skills, their abilities, and their experiences, as they understand them.

### **Waste of Talent**

Accordingly, they resent any indication that they have been asked to serve as a trustee only because they can occasionally come up with a check. Usually, they are willing to produce the check. But once they get the idea that the only use you intend making of them is that of a source of funds, you have lost them.

The trustee got the funds behind that checkbook because, in most instances, he was a worker, a doer, a creator. He got the account behind that checkbook because he was willing to tackle difficult problems, make hard decisions, and really work at whatever he undertook. He expects to do the same when he goes on a college board. He expects the president to present problems, jobs and various tasks to him throughout the year. He doesn't expect to be asked only for his opinions and ideas once or twice a year.

If I were a college president and had the problem of feeding 500 or more people a day, I'd have the operating head of a successful restaurant or chain of restaurants on my board of trustees. I wouldn't consider it a violation of academic freedom, or an intrusion on the prerogatives of the college business manager, or an insult to the cook, to have this trustee go carefully over this operation a number of times each year. As a successful restaurateur, he might show you how to give the students more and better food for less money.

A successful hotel keeper or a successful restaurant man would make a fine trustee for most colleges, provided such men were given the opportunity to use, at no cost to the institution, the skills, abilities and experiences that made him successful.

In looking over the occupations of the trustees of a number of colleges recently, I noticed no hotel or restaurant keeper. They had far more lawyers than law business; more bankers than money. But in the area of room and board, where they have to provide for hundreds of students, they had no expert on the board.

I know of a college that has had a library problem for some years, a problem that is one of the factors that is keeping it from regional accreditation. I doubt if any trustee of that college, if any faculty member of that institution, or, even the president himself, knows very much about libraries. I assume it will take them four or five times as long to solve the problem as it might take a skilled librarian. Why not get a skilled and experienced librarian to serve on the board, and give the problem to him or to her? Would that infringe upon academic freedom or step on the toes of the academic dean?

### **No One To Advise Him**

A college president once complained to me that he had to be an investment banker, a hotel keeper, a public relations expert, a building contractor, and a real estate agent, among other things. I asked him if he had an investment banker, a hotel keeper, a public relations man, a building contractor, or a real estate agent on his board. No, he didn't. He was loaded down with preachers, lawyers, bankers and a few assorted stuffed shirts of one kind or another. So this particular president had no one in those areas to turn to for advice and help. He had to do the jobs himself.

Why should so many boards consist of such a preponderance of professional men — preachers, doctors, lawyers and bankers? They can contribute no more to the solution of some of today's problems than can the ordinary college president or faculty member.

I know of a college that has a lot of farm land — productive farm land — in its assets. Situated in the same community are a number of big companies devoted exclusively to farm management. Is one of the experts in the field of farm management residing in that community on the board of trustees? No. So high policy decisions regarding the college owned farm property are arrived at by a group of trustees who wouldn't know from

which side you milk a cow. Does this make sense? Not to me.

What about purchasing agents? Most colleges make extensive purchases. How do you know that the procedures employed by your college are good; that your business manager, or whoever does the job for you, is obtaining the best results. Why not put an experienced purchasing agent on your board of trustees?

It may be true that purchasing agents, restaurant keepers, farm managers, public relations experts, and the like haven't, in some circles, the prestige of professional men. I'm not suggesting that professional men have no place on your board; I'm merely suggesting that in many instances colleges with specific problems could get highly expert, highly specialized advice at no cost.

### **Usually Get What They Want**

You probably don't have an entirely free hand in the selection of the board, but I have noticed that college presidents usually succeed in getting onto their boards the men they really want. Why not get members who can and will really help?

Most American colleges require better administration of their non-academic affairs than they now are getting. Most American colleges will have to give better administration to their nonacademic affairs if they are to continue to receive financial aid or if they are to start getting financial aid from business and industry. And all of us, as taxpayers and citizens, have the right to demand the same thing from tax supported institutions.

Most colleges can get better administration of their nonacademic affairs if they'd put the specialized skills of their trustees to work for them and if they would continually seek to have trustees of divergent skills and experiences.

Our system of private and church related colleges is an essential system. The contribution of these colleges has been immeasurable in the past. We need them in the future. But I am concerned over their chances to survive the present. And so, as a friend of the small college, as a graduate of a small college, as a trustee of two small colleges, I say that our colleges, accredited and unaccredited, must improve their business practices, generally speaking, if they are to maintain or enhance their academic standards. ■



# Are Foreign Student Drivers Accident-Prone?

**Yes, Illinois finds. And the problem is serious enough to require more study**

**JOHN MORRIS**

Safety Coordinator, University of Illinois

**I**S THE foreign student a problem driver? College administrators seem to think so, but they cannot cite figures to prove the point, because records are not available.

A passing reference was made to the problem as early as May 1955 at the Minnesota meeting of the Campus Safety Association by Arthur Brandstatter, director of the Institute of Public Safety, Michigan State University. He said: "In several institutions foreign students have become involved in fatal accidents. They seem to be accident-prone and unable to adjust to driving conditions in this country."

## Four Persons Killed

The unhappy experience of a few foreign students at the University of Illinois during the fiscal year 1957-58 was serious enough to cause a good deal of uneasiness. Four persons were killed in three collisions involving student operators from overseas. These were the incidents:

**CASE 1.** In August 1957, a 25 year old student from Colombia with three other students in his car ran through a stop sign at an intersection and struck a car broadside, causing it to collide with a third car. A husband and wife in one car were killed and a young child was seriously injured. Three of the four persons in the third car were injured and so were two of the four students. The collision resulted in lawsuits of more than \$300,000 against the student.

**CASE 2.** In December 1957, a 23 year old student from Ghana was killed when his car collided at high speed with a car and a truck on a

curve. The collision occurred in clear weather at 9 o'clock in the morning. The driver of the other automobile involved suffered serious injuries, and there was heavy property damage to all three vehicles. The student had insured his car in accordance with university regulations and shortly afterward had canceled the insurance.

**CASE 3.** In April 1958, a 24 year old graduate student from England was killed when his car struck a railroad viaduct structure in the city late at night.

During the same period there were also three deaths in wrecks of cars driven by nonstudent aliens of college age, all of whom lived in the Champaign-Urbana college community. These are cited here also because they reflect probably some of the characteristics, whatever these may be, that distinguish the foreign student driver from the native born.

In July 1957, a young Hungarian was killed in a head-on collision a few miles north of the city. The last months of the young student's life were chronicled on police records approximately as follows:

**February 1957.** Failed to pass operator's license examination.

**March 16, 1957.** Danville, Ill. Stopped by police late at night and charged with reckless driving. Claimed he could neither speak nor understand English and asked for interpreter.

**April 30, 1957.** Booked by an Illinois County sheriff's office for reckless driving. Again claimed he could neither speak nor understand English.

**May 20, 1957.** Obtained valid Illinois operator's license. (It is not clear what sort of license he produced on March 16 and April 30.)

**June 8, 1957.** Ran into the rear of another car on Route 45 north of Urbana in mid-afternoon. Passenger in other car was removed to the hospital, and this man was cited by state police for "driving too fast for conditions."

**June 29, 1957.** Cited by state police for minor traffic violation in Champaign.

**July 6, 1957.** Arrested by Champaign County sheriff's office for minor violation involving defective equipment.

**July 19, 1957.** Cited by state police for reckless driving.

**July 21, 1957.** Killed in collision near Rantoul, Ill., while attempting to pass another car.

This tragic record could not have been compiled in 1958 because the state has installed an electronic data processing system for cross-checking of driving violation records. A driver with a record like this today would have been deprived of his operator's privileges after the second or third violation.

Another tragic accident occurred on Christmas Day 1957 when three young Hungarian refugees were riding in a car that hit the superstructure of a bridge near Danville, Ill., in the early morning hours. Only the driver, age 23, survived the crash. One of the two Hungarians killed was a part-time student at the university and was preparing to take a full schedule of classwork in the second semester.





Two persons died and four were injured in these two collisions. A third car operated by a Colombian student entered the highway from a side road and hit the light colored car broadside. Cars shown then collided head-on.

There have been a number of other unpleasant incidents involving foreign student drivers. One was that of a Hungarian whose car collided with two others in Ogden, Ill., in November 1957. He had only a temporary learner's permit, which required the presence of a licensed operator in the car, but he was alone at the time of the collision. In a similar occurrence, a Chinese student was fined in court for attempting to teach a girl student to drive without first obtaining the required learner's permit, and the car was involved in a collision.

In July 1958, a Nigerian graduate student, age 30, suffered injuries when he drove into the rear of another car on a state highway near Pontiac, Ill. Damages were estimated at more than \$2000.

#### 4.2 per Cent on Student Visas

What are the facts relative to the numbers of persons or automobiles involved? In October 1957, total university enrollment at the Champaign-Urbana campus was 18,813. Of these, 790, or 4.2 per cent, were here from other countries on student visas. At the same time, 7318 vehicles were registered on the campus, of which 147 were registered to the foreign student group, or about 2 per cent of the total number of cars. There was a single known fatality in the larger group, comprising more than 97 per cent of the cars, while the smaller number, less than 3 per cent of the whole, produced four deaths.

Inquiries made of other universities generally did not reflect the severity of accidents in foreign student operation

that Illinois has experienced. Typical statements were these:

M. R. PIERSON, *assistant treasurer, Michigan State University*: "It is impossible for us to give a report that would reflect whether accidents involving students show any higher proportion involving foreign students . . . However, I would offer this observation: In two student driver accidents during one summer in which both drivers were foreign students, it is my opinion that the difficulty lay more in their lack of driving experience than in any racial or national characteristic."

C. W. DEMENT, *safety engineer, Purdue University*: "We had one serious accident about four years ago in which three Chinese students were killed; however, we have also had several accidents in which American born students were killed."

W. G. SPANNUTH, *director of safety, Indiana University*: "I will not be able to give you any accurate information . . . as our files are not cross-indexed for this kind of information. To the best of my knowledge, not many of our foreign students own and operate cars."

PAUL L. WHITE, M.D., *director, student health center, University of Texas*: "We do not have statistics. . . . However, it is the opinion of Joe Neal, director of the international office here, that our experience with foreign students is the same as yours. He recalls that there have been two rather serious accidents in the last three years."

H. M. BOSCH, *professor of public health engineering, University of Minnesota*: "The reason we have very

little problem at the current time is the fact that most of our foreign students come under the auspices of the International Cooperation Administration. I.C.A. last year adopted a policy requiring foreign students who were attending schools under their auspices to sign a statement that they would not own or operate an automobile in the United States. This was done, I understand, because of the fear that the I.C.A. officials had of possible accidents and accompanying inability on the part of the student to assume financial responsibility."

#### U.C.L.A. Takes Steps

One of the most interesting replies was received from L. C. Grannis, safety and disaster preparedness supervisor, University of California (Los Angeles). This university has recognized the problem and has taken definite steps toward preparing the foreign student for operating a car.

At U.C.L.A., says Mr. Grannis, "The foreign student is advised by the dean of students' office to take out insurance if he has a car, but this office discourages procuring an automobile, because the foreign student is usually under 25 years old and therefore is a dangerous age insurance risk, is a non-resident of California, and usually has no family in the locality who can act as a guide and be responsible, all of which cause the insurance rates to be very high (some \$135 or so above the normal)."

"If the foreign student does drive, our campus police office conducts a complete indoctrination course in driving to prepare him to pass the state

driver's test and receive a license. Instruction is available each semester. The laws are explained, including insurance phases, and motor vehicle pamphlets are provided the individual. . . . The police informed me that in five years only four cases involving insurance came to attention, in which two lost judgment and two gained judgment. However, I think an average would be about four accidents per year for foreign students. There are presently 438 on campus."

Department of State sentiment, as expressed informally by William Zimmerman of the Institute of International Education, was that [he believed] the Department of State would be very glad to support controls on international students to discourage them from driving. It is the feeling that in most instances the problems arising from their operation of motor vehicles stem largely from their lack of previous experience with automobiles. Mr. Zimmerman is aware that there have been many unfortunate incidents involving foreign students in this country.

Students under Fulbright scholarships are not permitted to own or operate automobiles. One Fulbright scholar from Germany was recently discovered to have violated this rule and was sent home. The discovery came as a result

of a collision and his difficulty in finding funds to pay for the damages. The Department of State requires students in other categories to provide adequate insurance coverage for cars they own or operate.

The International Cooperation Administration (I.C.A.) ban on driving is spelled out in its administration manual (Feb. 12, 1957): "Participants coming to the United States under the technical cooperation program of I.C.A. are not permitted to operate automobiles for official or unofficial travel during the time they are actively participating in this program. This policy applies to all I.C.A. sponsored participants and no exceptions will be made without prior permission from the head of the appropriate I.C.A./W Training Division."

### Should Be Controls

The major difficulty with obtaining any comfort from prohibitions by sponsoring agencies appears to be that there is some reluctance on the part of the college to intervene in the relationship between student and sponsoring agency. It does appear that additional study of the problem needs to be made and that controls should be established for the protection of the foreign student. If the university can require reg-

istration of an automobile and exact a fee for the registration, presumably it can also exercise control through the registration procedure. Conferences and discussions on the problems have brought out some of these points:

1. To the foreign student, to a greater extent than to the native born, the automobile represents a mark of prestige or social status. It is not unusual for a newly arrived student to acquire ownership of a car before learning the language and before learning how to drive.

2. The automobile is a means of travel and enables the foreign student to see the country while he is here to an extent not otherwise possible.

3. It is not at all difficult for an alien student of average means to buy an automobile of questionable mechanical condition from a dealer in used cars. The foreign student is more liable to encounter duplicity on the part of an unscrupulous dealer. When a dealer palms off an unreliable car on a foreign student, the danger of the mechanically unsafe vehicle is increased by having it in the hands of the inexperienced operator.

4. Driver licenses may have been obtained in the past by fraud or through superficial licensing examinations. This condition has apparently

Foreign students at University of Illinois registered 147 cars during 1957-58, about 2 per cent of the total number.



been corrected in Illinois by increasingly high standards of license examination.

5. The language difficulty of the foreign student becomes important in the understanding of directions and instructions, and in dealings they have with others in connection with automobiles. A local insurance man complains that "they make very poor witnesses in court."

6. Most foreign students learn how to drive from others of the same race and language. Unless the teacher is one of unusual skill and experience, this becomes a case of "the blind leading the blind."

7. Insufficient information reaches the foreign student in regard to automobiles, the pitfalls of buying used cars, the financial and moral obligations on owners and operators of automobiles, insurance requirements and financial responsibility, and the hazards of automobile operation.

8. For many foreign students, their arrival at the university marks the first time they are in a position to own or operate a motor vehicle, whereas the average native born student has learned to drive during his high school years.

There has been audible criticism of the driver licensing procedure and of the examiners for failing to screen out unqualified drivers among the foreign student group and among other immigrant and nonimmigrant aliens. The examiners realize that a problem exists, but they have not always been able to screen out the unqualified in the pattern of the existing examination procedures.

One of these men who had lived in the Orient for several years sees the problem in this way: "Their whole background is different; their customs are different. They aren't used to the speeds we maintain here. They don't seem to care; Chinese and other Orientals are the world's worst in automobiles. Many of them are not fit to drive." Another examiner said: "I had a man from Turkey come in for an examination; I had to turn him down. He drove at 10 miles an hour and came to a full stop at every intersection."

There have been a number of suggestions made for controls that might be placed on foreign students with respect to operation of motor vehicles. Some of these are as follows:

1. Place the problem before the board of trustees of the university and



An English graduate student at Illinois met death in this car when it struck center pier of railroad underpass in the early morning hours.

suggest a blanket prohibition of operation of motor vehicles by foreign students while at the university, making exceptions only for good cause.

2. Require the student to pass a special driving test and examination if he registers a vehicle within one year of date of his first operator's license. (This might be made to apply equally to any student including the native born, which would make the criterion lack of driving experience rather than the distinction between native born and alien.)

3. Require insurance certificates with adequate personal injury coverage to be filed with the university police office, providing for notification by the insurance company in the event of cancellation of the insurance.

4. Conduct an intensive campaign of information with the foreign student group individually and collectively in regard to problems of automobile ownership and operation, insurance, financial responsibility, purchase of used cars, and related matters.

#### **Easy To Purchase Car**

Joe Blaze, University of Illinois supervisor of security and traffic, says: "A number of things could be done to tighten up the procedure. . . . It is not difficult for a foreign student to purchase a car and get an operator's license without being actually ready and competent to drive."

Prof. A. E. Florio, University of Illinois, a recognized authority in driver education, says: "Extracurricular driving instruction has been tried, but it

does not appeal to many of the foreign students because they just don't want to pay for it."

Charles Peter Yost, director of the safety education program, University of Wisconsin, mentions the practical difficulties in giving driver training to foreign students. Three of six foreign students in a beginning class of 36 driver trainees had marked difficulty with the language and were not readily able to learn from instruction for this reason. This was true in spite of the fact that the beginners were carefully informed regarding the phrases and terminology used in doing practice driving.

#### **Discourage Car Ownership**

Possibly sponsoring agencies for foreign students in this country could make a more diligent effort to determine whether their students are purchasing and driving motor vehicles contrary to the wishes of the sponsor. Although there are exceptions, sponsors seem almost uniformly to discourage or flatly forbid ownership and operation of cars by the students. It would seem to be possible for control over certain groups to be exercised in our colleges based on cooperation with the sponsoring agencies.

Certainly the numbers of international students will not diminish, but will continue to increase. It is in the general interest of every college and university in which foreign students are permitted to own and operate automobiles to study the problem and look for a wise solution. ■



# The Punch-Card Way to Advance Registration

LEO M. HAUPTMAN and ROBERT F. NEWTON

Registrar and Chief Accountant, Respectively  
Ball State Teachers College, Muncie, Ind.

**R**EGISTRATION at Ball State Teachers College by means of punch cards was developed carefully. For four years before we made an actual local installation we used this process through a service bureau. It was possible for the registrar's office to release one set of cards.

Information for five lists needed early in each quarter could be obtained from the single card with the exception of the scholastic ratio for the student, which was written on the card before it was sent to the service bureau. These cards were kept for one week. The following lists were available at the close of the week: student directory; descending ratio; majors' list; county list, and class lists by freshmen, sophomores and so forth.

When our first machines were installed, a company representative trained an operator. We anticipated from the inception of the plan that the day would come when services would be in a separate service center in the college. To begin with, only the registrar's office used the machines, and the transition was intentionally slow so as to allow for study and careful preparation.

When we installed our own equipment, we began with class cards. By being able to sort class cards mechanically, the many, many overtime hours formerly used to alphabetize manually were no more.

We developed grade reports by machinery, and this permitted us to have many copies of each. We were then able to forward a grade report to parents and to high school principals, as well as to provide more than one set of grade reports for immediate review for scholarship purposes, student employment standards, probationary status, and the like.

Not only did it become possible to post grades to the permanent records by machinery, which in itself is an enormous timesaving step, but also it was possible mechanically to bring up to date the total hours attempted, the total hours passed, honor points, and scholastic ratio, with the summary being posted at the time the last set of grades was being posted.

As one of the steps toward a service bureau in the college, we employed a coordinator. He was a college graduate and was fully experienced in machine processing. We added more machines as rapidly as processes were developed and we extended their use beyond the registrar's office at the time the service bureau was established.

## Advance Registration

Beginning with the autumn quarter of 1956, registration took place in advance of the beginning of the session. For many years, the college had done preplanning that permitted students through a period of six or eight weeks previous to the opening of school to confer with advisers and to have programs approved, with registration taking place on the first day of the quarter. This operation involved most of the faculty and additional employees as well.

Under the old one-day registration plan, students had to fill in 14 or so different registration forms. With the change to mechanization, they register in advance at the time the program is approved; instead of 14 forms, only a minimum is necessary. The students fill in the forms in an area provided in the registrar's office. It is possible to obtain all data for the registrar's office on a 5 by 8 card.

We developed a curricular sheet for the office of the dean of the college so

that the student can check the area of his major; and another card provides data with reference to student cars on campus. A tabulating card has the name and address printed on it so that the card may be inserted in an open-face envelope for convenience in mailing and billing. A personnel card provides other basic data to be supplied only once by the student.

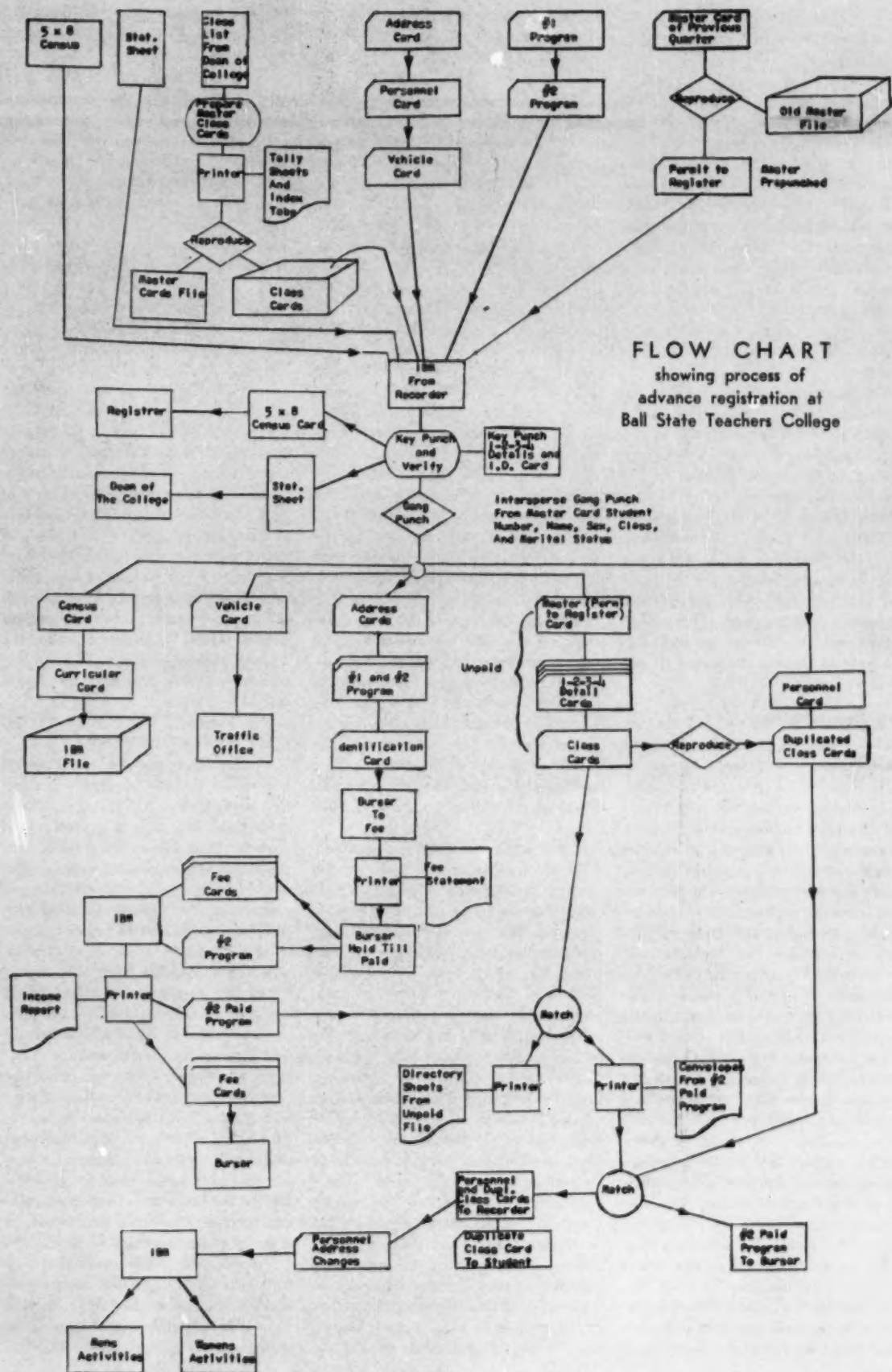
After a student has his program approved in conference with an adviser, the appointment having been previously made, he goes to the tally room. Here the registration forms are audited, and the classes on the program form are tallied on forms prepared by machinery. The second copy of this program goes to the student.

At the tally desk, a master punch card with number and name serves as a permit to register and, subsequently, for gang-punching other cards in the student's packet. If there is no card, the student must see the admissions secretary in the registrar's office to get a permit and clear for a student number and master card. Class cards are pulled and proofed; then all materials are forwarded by the registrar's office to the tabulating office.

In the tabulating office a master control card and an identification-receipt card is punched bearing the student's name and other data. The original and the duplicate copies of the program, the identification-receipt card, and the address card are then forwarded to the bursar in the business office, where the registration fees are assessed by the bursar. Items audited for assessing of fees include the number of hours in which the student is enrolled, whether an applied music fee or nonresident fee is applicable, whether an R.O.T.C. fee is to be as-

(Text Continued on Page 28)





(Continued From Page 26)

sessed, and whether a graduate fee is to be assessed.

Fee cards with the amounts, including income code and classification, are prepunched by machinery and are made available to the bursar's office. The program cards, still in alphabetical order, are audited for fee amounts, and appropriate fee cards are pulled and placed behind the original program cards. The address cards, still in alphabetical order, are placed in a separate group, as are the duplicate program cards and the identification-receipt cards. The identification-receipt card is a different color each quarter.

The original program card and fee cards are audited against the list of student accounts receivables, fines and penalties (check list). For a name appearing in the check list file, a prepunched fine, accounts receivable, or a penalty card is added to the fee packet. This packet is sent to the tabulating office and processed; this results in the name being imprinted on the fee cards and accounts receivable cards from the master program cards. This packet is then used to prepare an audit list and to print the fee statement, in duplicate.

#### **Two Copies to Bursar**

The original and carbon copy of the fee statement is sent to the bursar for audit. The bursar separates the original fee statement from the carbon copy and sends the original copy of the fee statement and the address cards to the central mailing office. Central mailing inserts the fee statement and the address card in a prestuffed envelope, which is mailed to the student. The envelope contains two fees-covered-by-scholarship-or-other-sources cards, instructions from the business office, the original copy of the fee statement, the address card, and a return envelope addressed to Ball State Teachers College with a special stamp to differentiate it from other envelopes addressed to the college.

The duplicate copy of the fee statement is matched with the duplicate program card and is sent to the tabulating office for punching the student number and name into the duplicate fee statement. The identification-receipt card is also sent to the tabulating office at this time.

The tabulating office then merges the fee cards, both copies of the program card, the identification-receipt

card, and the duplicate copy of the fee statement, and returns them to the bursar's office. These are filed alphabetically.

The student, upon receiving his statement, sends back payment and/or the fees-covered-by-scholarship-or-other-sources cards in lieu of all or a part of his fees payment in the pre-addressed envelope. The fees-covered-by-scholarship-or-other-sources cards, if not applicable, are returned by the student and are used again.

Upon receipt of payment from the student, his unpaid file is pulled and the copy of the fee statement is removed and validated as paid. The duplicate program card is validated as paid and, with the fee cards, is placed with the cashier's daily income receipt cards. The validated duplicate copy of the program and the validated duplicate copy of the fee statement are placed in a paid file. The identification-receipt card, now validated as a receipt, and the address card are returned to the student, together with instructions from the office of the registrar.

The original copy of the program is stamped with the bursar's stamp and sent to the recorder's office. The validated duplicate program card with the fee cards goes to the tabulating office, where the student's class cards are released and the fee cards record the receipt of income on the cashier's daily audit and the cash receipts report, in the appropriate fund code and classification.

If the student returns the two fees-covered-by-scholarship-or-other-sources cards in lieu of part or all his fee payment, his unpaid folder is placed in the pending file and one of the aforementioned cards is sent to the scholarship office. Upon receipt of this card, the scholarship office immediately audits the card to see if the scholarship is valid and, if so, the card is then sent to the scholarship division of the business office so that a voucher may be prepared for payment if a deposit has been made to the scholarship account. If the money has not been received, the student or donor is contacted.

If a student is authorized as having a state or V.A. scholarship in which the contingent fee is waived, the fee card in his packet is pulled, and a fee card covering student activity fees only is inserted in its place and processed in the usual manner. At a preannounced date, a late registration penalty is

charged; this involves placing a late penalty fee card with all packets of late registrants.

From the duplicate program cards validated as paid by the bursar's office, the tabulating office receives authority for release of the class cards. A student directory is compiled by individual directory sheets prepared by the tabulating office for students who are properly enrolled for the quarter which encompassed the proper payment of registration fees. A copy of the directory is sent to seven administrative areas. The bursar receives one copy, as does the telephone switchboard operator, registrar, graduate office, student personnel offices, information desk, placement office, and student advisers office.

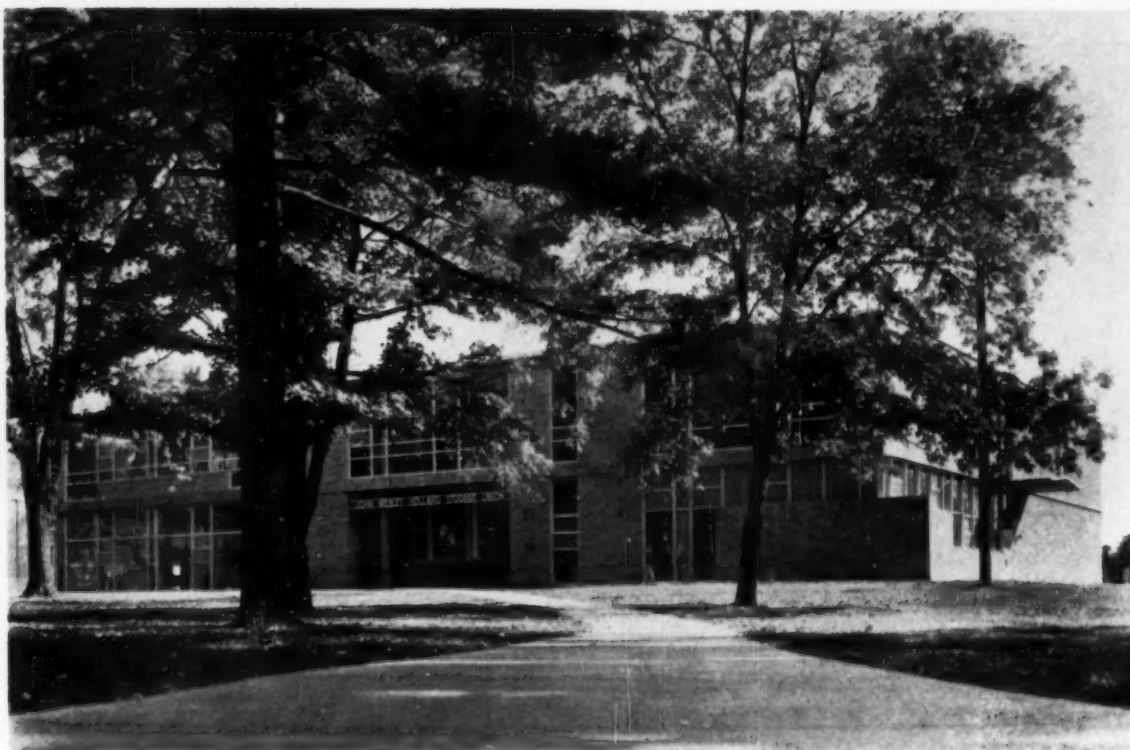
After change-of-course cards have been posted to the directory sheets, an audit is made by the bursar as to the assessment of proper fees, payment of fees, and adjustments. There must be a validated duplicate copy of the student's program, and a validated paid copy of the fee statement and a student directory sheet. All three must be in evidence and proper validations shown. After the audit is made, the folders, validation cards, and student directory sheets are filed for future reference purposes.

#### **Additional Information**

From all data punched into cards, it is possible to have available, in addition to that already indicated: admissions date, high school organizational memberships, descending ratio lists, probation list, enrollment statistics, list of adds and drops, address changes, matriculate lists, permanent class lists, directory sheets, list of failures, duplicate class cards, students under 21, valedictorians from high school, students by classification, those taking work in another institution, religious preference cards, lists by high schools and by counties, and so forth.

Results from orientation tests are posted to permanent records, and subsequently a list of students not having taken the tests is issued. Duplicated class cards are issued students to serve as admits to classes. Data for selective service are processed. Graduating seniors for the entire year are ranked, as are seniors for the honors list.

Flow charts and procedures (illustrated on page 27) have been developed to flow according to a specific timetable mutually agreed upon so that the entire process is effective.



View in summer; winter scene on cover.

## ***Sum is greater than its parts in this College Union***

**DANE D. MORGAN,** Architect, Burlington, Iowa

**I**OWA WESLEYAN'S new union building's reason for being is in the recognition that an educated person somehow fuses the various stimuli to which he is exposed, creating something that did not before exist. It is not necessary that we know the exact relationship between physics and a social experience. It is enough to know that both are building blocks in the whole man. It is enough to know that the sum becomes greater than the parts.

The building itself is intended as an expression of the society in which we live. A reinforced concrete frame is frankly expressed outside and in. It is designed for a hundred years of students. Aluminum casings and plate glass fill the concrete frame that incorporates the entire campus as a mural on the walls of the dining and social rooms. Walls, both exterior and interior, of brick add warmth and solid character.

Floors of quarry tile, oak blocks, and vinyl plastic again present an honest character. Materials were selected that do not need painting, that resist abrasion, and that will remain fresh and new looking for the class of 2000.

As an architect, I like to believe that the buildings surrounding us enrich our lives. The function of this one is mainly to do so.

Entering on the ground floor, we find a reception hall that leads to the College Inn and up to lounges and dining and to an office section housing the union director, food service director, and student placement.

The College Inn (or snack bar) carries the heaviest traffic so its floor is of quarry tile. A U-shaped soda fountain seats 30 customers. Booths built in around the walls form small to large social groupings. A folding partition segregates part of the snackbar for use of the social hall, thus allowing

several functions to take place at once. The social hall is equipped for multiple use. The wood block floor provides a surface for dancing. Controlled lighting gives a decorative effect. Lighting and hanging devices for paintings make it a cultural center. Provisions for showing films add another use to the room. Lectures are provided for. A storage area at the south will hold equipment for multi-use. Access to kitchen facilities make possible serving teas and banquets. Floor-to-ceiling glass with a courtyard to the east gives a luxury look.

Supplies come in from the south service entrance and are delivered by elevator to the kitchen and other parts of the building where they are stored, cooled or dry, prepared and the cans washed.

A bookstore, so located as to be under the control of the snack counter, takes care of the few needs not supplied in the near-by town stores.





**Snackbar**



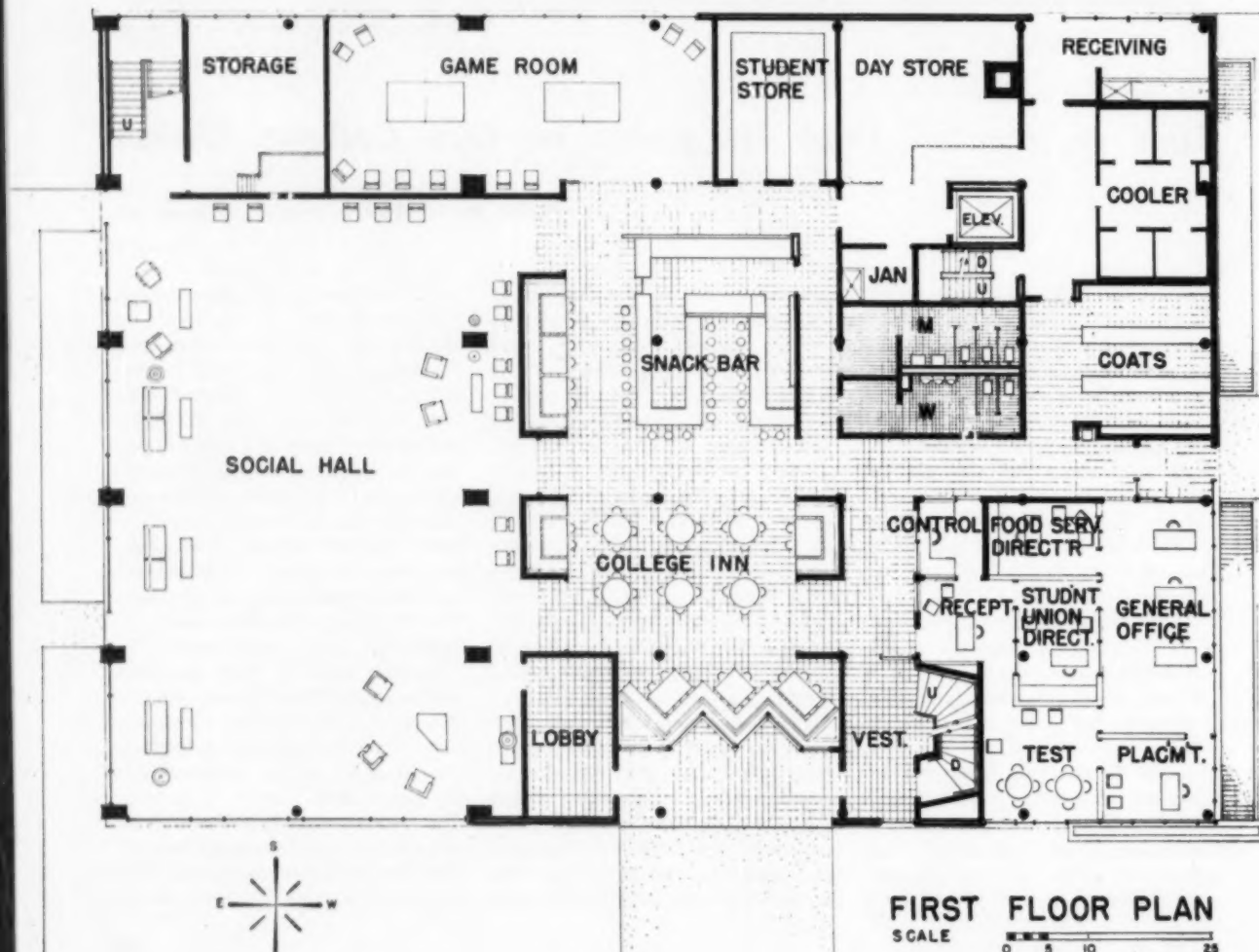
**Kitchen**

The college is planned to increase enrollment to a thousand students. To handle this many people within two sittings, a double line cafeteria was necessary. To get two lines without cross traffic requires some planning gyrations. This one was solved by

placing the kitchen in the center of the building on the second floor, with the lines splitting around it. This had the added advantage of freeing all of the space around the perimeter for dining and lounge rooms.

The kitchen is serviced by elevator

and service stairs. The kitchen plan is worth studying. The arrangement is on the principle that each worker has all of his supplies at arm's reach, precluding time wasting travel. Cold storage is provided for mass assembling of desserts and salads for two





days. Party preparation can have lead time. All food, dish and glass handling is on a standard size rack. This rack goes into the dishwasher, storage shelves, pass-through refrigerators, and ovens. Much handling is saved thereby.

In an L-shape around the kitchen is the dining room. Sound insulated folding doors subdivide the area for smaller groups. A faculty dining and lounge room completes the dining "U." The room and its decorations emphasize the cultural aspect of eating. Painting and sculpturing will be added in the spaces provided. Even though the economy of self-service, even to bussing one's own dishes was necessary, the arrangement subdues this feature. As the room is used for after-dinner speeches, there has been some problem of noise from the dishwashing room.

On the same floor are located a general lounge, TV lounge, offices for the school paper and yearbooks, a chapel, and a music listening room. These areas are never used quite as



Lounge

planned but they are general purpose rooms usable for many things.

In the basement is the student health department. No beds are provided as the local hospital gives this service; however, examination, treatment and record keeping are pro-

vided for. Storage, employees' locker rooms, and boiler room fill out the partial basement.

Music and public address are piped throughout.

A large parking lot was developed adjacent to the building. ■



SECOND FLOOR PLAN

SCALE 0 5 10 25

# Can Urban Universities Benefit From Slum Clearance Projects?

T. E. BLACKWELL

Educational Management Consultant  
Washington University, St. Louis

ALMOST every large city is confronted with the problem of physically and socially deteriorated areas. Much has been written about the unfortunate effect of slums upon the lives of those compelled to live therein. Higher costs for fire and police protection and the effect upon land values of adjacent properties are some of the reasons advanced to justify the use of public funds to eliminate these blighted areas.

In order to acquire large contiguous tracts for major rehabilitation, it is, of course, necessary to make use of the right of eminent domain, whereby the sovereign state takes title to private property for public use at a judicially determined valuation without the consent of the owners. As long as the areas thus acquired were used for obviously public purposes, such as parks, public buildings, and public housing, there was little basis for objection on the part of property owners thus dispossessed.

However, when the areas to be rehabilitated became too large to be used for parks and public buildings in their entirety, those advocating the elimination of slums were able to persuade the Congress not only to provide federal funds to the cities, on a matching basis, for this purpose, but to make it possible for private individuals and corporations to purchase the land for approved purposes at a price substantially less than that paid to the original owners. The following is an excerpt from congressional debate on the subject:<sup>1</sup>

"It is probable that the major portion of land which will be thus cleared

for redevelopment will be sold to private parties. As I have pointed out, however, the resale price of this land to private industry will necessarily, in almost every case, be less than the price which the redevelopment authority originally paid for it. There will be a loss on the resale, due to the fact that the use of land for residential purposes will be less than its present slum value. . . . The federal government will shoulder this write-down loss by a total grant of \$500 and hence give a subsidy to private industry."

More than 200 American cities have applied for federal funds to assist them in financing urban rehabilitation projects. The Lincoln Square area in Manhattan was designated by Robert Moses, chairman of the committee on slum clearance for Greater New York, as a blighted area to be rehabilitated under Title I of the Housing Act of 1949. Fordham University was one of the institutions and individuals invited to bid at public auction for a site in the area to be acquired by condemnation. Another sponsor invited to participate was Lincoln Center for the Performing Arts, a nonprofit corporation. John D. Rockefeller III is its president, and he has announced plans to raise \$75 million by public subscription for the erection and maintenance of a concert hall and opera house.

The approximate cost of the acquisition of the land required, as estimated by the committee on slum clearance, is \$16 per square foot. Fordham University first offered \$5 per square foot to the city for its site, but later agreed to pay \$7 per square foot. The difference between the cost of acquisition and the price to be obtained on resale to the sponsors will be borne two-thirds by

the federal government and one-third by the city of New York. The federal contribution to the entire project will be approximately \$28 million.

Certain taxpayers and property owners in Lincoln Square requested a permanent injunction to restrain the city and its officers from executing the proposed sponsorship contract and deed to Fordham University on the grounds that the contract was in violation of the following provision<sup>2</sup> of the New York constitution:

"Neither the state nor any subdivision thereof shall use its property or its credit or any public money, or authorize or permit either to be used, directly or indirectly, in aid or maintenance . . . of any school or institution of learning wholly or in part under the control of any religious denomination, or in which any denomination tenet or doctrine is taught."

In their brief, the property owners contended that the proposed contract was also in violation of the following provision of the federal Constitution:<sup>3</sup>

"Congress shall make no law respecting an establishment of religion or prohibiting the free exercise thereof . . ."

On Dec. 24, 1957, the New York supreme court dismissed the petition for a permanent injunction and on May 1, 1958, the New York court of appeals confirmed this decision.<sup>4</sup> Justice McGivern, in his opinion, declared:

"To hold . . . that a denominational school may not be afforded the same opportunity to contract as any other private institution would be to convert the constitutional safeguard into a sword against the freedoms which they were intended to shield . . . . It may well be that if Fordham does evolve as the successful purchaser of the collegiate site, such a transaction may prove to be a 'good deal' for Fordham. . . . If the public good is enhanced it is only secondary that private interests may be benefited."

On June 9, 1958, the Supreme Court of the United States declined<sup>5</sup> to review the decision of the New York court. One member of the high court, Mr. Justice Douglas, was of the opinion that the petition for review should have been granted. ■

<sup>1</sup>Art. 11, § 4.

<sup>2</sup>First Amendment.

<sup>3</sup>64th Street Residences Inc. v. City of New York, 150 N.E. 2d, 396 (1958). See also: 170 N.Y.S. 2d, 993 and 172 N.Y.S. 2d, 819.

<sup>4</sup>Rose K. Harris et al v. City of New York, 78 S. Ct. 1152 (1958).

<sup>5</sup>Senator Douglas: 95 Cong. Rec. 4734, April 14, 1949.

**Memo to: RICHARD J. NEUTRA**

**From: ROBERT E. ALEXANDER**

## **Re: PLANNING A CAMPUS**

***Here we may look over the shoulder of a well known architect and planning consultant as he reads a report of a study of campus planning prepared by his partner***

**A**S WE have found time after time, no two campus planning problems are the same.

At Orange Coast College we found a new institution starting in many ways from scratch, yet it was completely housed in temporary army buildings which had been condemned. An entirely new program was being developed from a survey of the community's indigenous needs and aspirations.

At St. John's we found a campus almost 300 years old, on which many of the physical determinants were already played out. Its unique curriculum and position as a pilot college in liberal arts education provided the background for a fascinating study.

Midway between these examples, at Adelphi College, we found a few permanent old buildings and an intriguing new concept for the development of a center of communicating and performing arts.

In every case, however, there is a common denominator in a method of approach and study, which we have brought to paper only as it is reflected in the end result. These methods are similar to those we have developed for the study of entire communities, and many elements of similarity, of course, can be found to any thorough architectural study. In every case, whether a new college is to be founded on a virgin site still undetermined or on the campus of the oldest university in the land, an outline of methods and approach would be helpful.

Even here, of course, a variety of approaches may be contemplated, and many steps might be eliminated or treated lightly. Naturally some factors are much more important in some cases than in others. It is also true that many

boards cannot see their way clear to appropriate the funds necessary for a comprehensive study. Sometimes it is only after several years of development that it becomes painfully clear that hundreds of thousands of dollars would have been saved, if a few thousand dollars had been spent on development planning prior to the commitment of several million dollars in buildings which will serve the public for a hundred years or more.

An orderly summary of the considerations that should be taken into account in preparing a development plan should be helpful to any institution contemplating a long-range construction program.

### **Educational Planning**

**Purposes:** A clear statement of the aims and purposes of an institution is essential as a guide not only to the faculty and student but to the architect as well. Here we should find the essential distinguishing characteristics which should be reflected throughout the entire planning process.

**Organization:** A description and even a reexamination of the organization of the institution may have a profound effect on planning. The philosophy of the institution may indicate the desirability of eliminating departmental or subject lines wherever possible, or the functional organization may be enhanced by a planning solution.

In one case that comes to mind, traditional departmental walls were consciously demolished or reduced in effect by the planning concept. In another case public attention and support were enhanced by distinguishing the unique characteristics of certain elements of the organization.

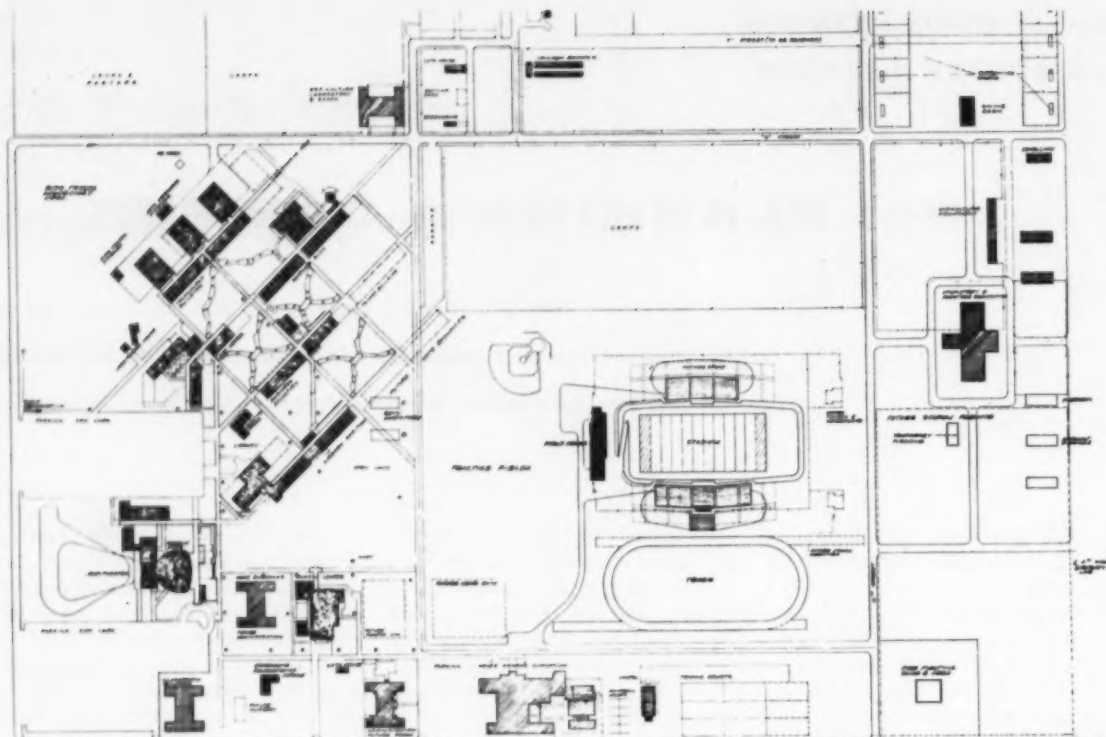
**Educational program:** The program developed to carry out the aims of the institution through its organization should be stated clearly. Elements of the program not yet installed, but contemplated, will affect a long-range plan. Here again it is the unusual or different educational offering which holds the greatest interest for the planner. An insight into the reasons for certain elements of the program will help in relating the design to the community, and in the development of interrelationships on the campus itself. Teaching methods should be analyzed, observed and described. These will vary from one institution to another and from course to course within the same institution.

**Forecast of enrollment:** A quantitative analysis of the probable growth of an institution should be made to cover the next 10 or 15 years. The technic must vary according to the circumstances. In any event it is essential that the governing board establish the ultimate enrollment for which the plan is to be made. This may involve not only the probable growth of the community and a study of age groups, but policy determinations governing admission policies as well.

**Distribution of students:** Quantitative assumptions must be made on the probable distribution of students among courses of study. These may be based on the past history of the institution or on a study of employment opportunities in the community.

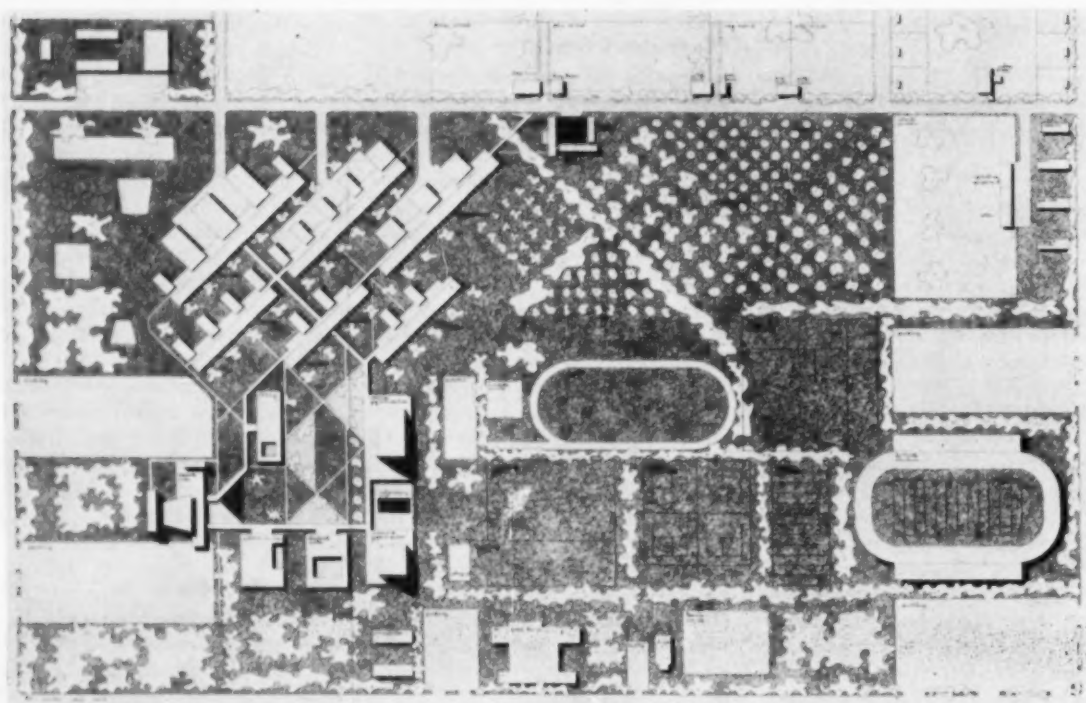
### **Space Planning**

**Space requirements:** Standards of space requirements per student for various activities should be established. Faculty members should be encour-



Above: Master plan approved by the board of Orange Coast College in March 1949. Below: Master plan modified over a period of eight years. The major modifications consisted of moving the stadium with its field house closer to the center of the campus and integrating the track with it. This permitted the field house to be used

in conjunction with track and baseball as well as football, and to become a regular classroom building. The pools were moved from the center of the campus, where they had been located close to the Student Center, to a location adjacent to the old gymnasium so that showers and gymnasium facilities could be used without duplication.





aged to submit their suggestions and justifications for space required to carry out the program.

**Analysis of space requirements:** Spaces proposed to carry out the program may be diagrammed roughly and tested against the total capacity for which the plan is being made. Existing space must be taken into account along with new space proposed. A rough count may be made simply by adding all student stations and deducting a factor for vacancy.

The problem of scheduling both students and faculty in certain assumed spaces calls for a complex and elaborate study. Classes requiring nonspecialized space must be treated differently from those spaces designed specifically for uses in such a way that they cannot be used generally. The use of an electronic machine for this study, as well as for actual term-to-term scheduling, should increase potential space use.

**Space diagrams:** The development of spaces determined necessary into

diagrams, without committing the actual building designs, helps to convert the abstract figures into manageable planning tools.

### **The Site**

**Location and size:** The selection of an entirely new site should be the subject of a separate outline. A new site cannot be appraised adequately, however, without the foregoing information and without testing it against actual arrangements if it appears sound otherwise. An examination of the location of a site already selected may have a significance in the development of the plan itself.

**Transportation and access:** A small-scale location map of the site and the area served will bring to light factors useful in analyzing site use. A large-scale map of the site and its surrounding streets will bring these factors into sharper focus. Problems of access and transportation sometimes call for action far beyond the immediate boundaries of a property owned by the board.

**Surrounding development:** Existing development around the campus often influences decisions on the planning of the campus itself. Conversely, it is sometimes possible to influence surrounding development in a way that will enhance the multimillion dollar development contemplated on the campus. The decisions in the planning of a campus and planning of a surrounding community are interrelated.

**Topography:** A boundary and topographical map showing all features above ground, including trees and buildings, is an essential tool for planning. It should be considered the first essential possession of any owner of property. Yet sometimes the architect is expected to proceed without this fundamental information, which is needed even for the development of a two-bedroom house, let alone a great community investment.

**Soil:** General knowledge of soil conditions on a campus may determine the location of major buildings or the land reserved for an agricultural program.

Science Building at Orange Coast College was the last building in an eight-year development program.



Specific and detailed structural soil analysis can wait until the size, shape and exact location of a particular building are determined.

**Sun, wind and rainfall:** Basic micro-climatic information is essential to the proper development of a campus plan. If at all possible, an actual windrose based on long-term observations near by should be obtained. It is surprising how inaccurate the casual observation of even long-term residents can be. On the other hand, the factual recording of velocity, frequency and direction can also be misleading. The observation of residents must be taken into account to determine the desirability or undesirability of a "wind" or a "breeze." Sometimes the most distressing winds, which must be guarded against, occur only infrequently.

A solar graph may be developed for any site simply on the basis of the latitude. Micro-climatic conditions, however, involving vegetation or near-by bodies of water, altitude or breezes may also influence orientation. Building design policy and orientation on the campus may be determined in part by the sun.

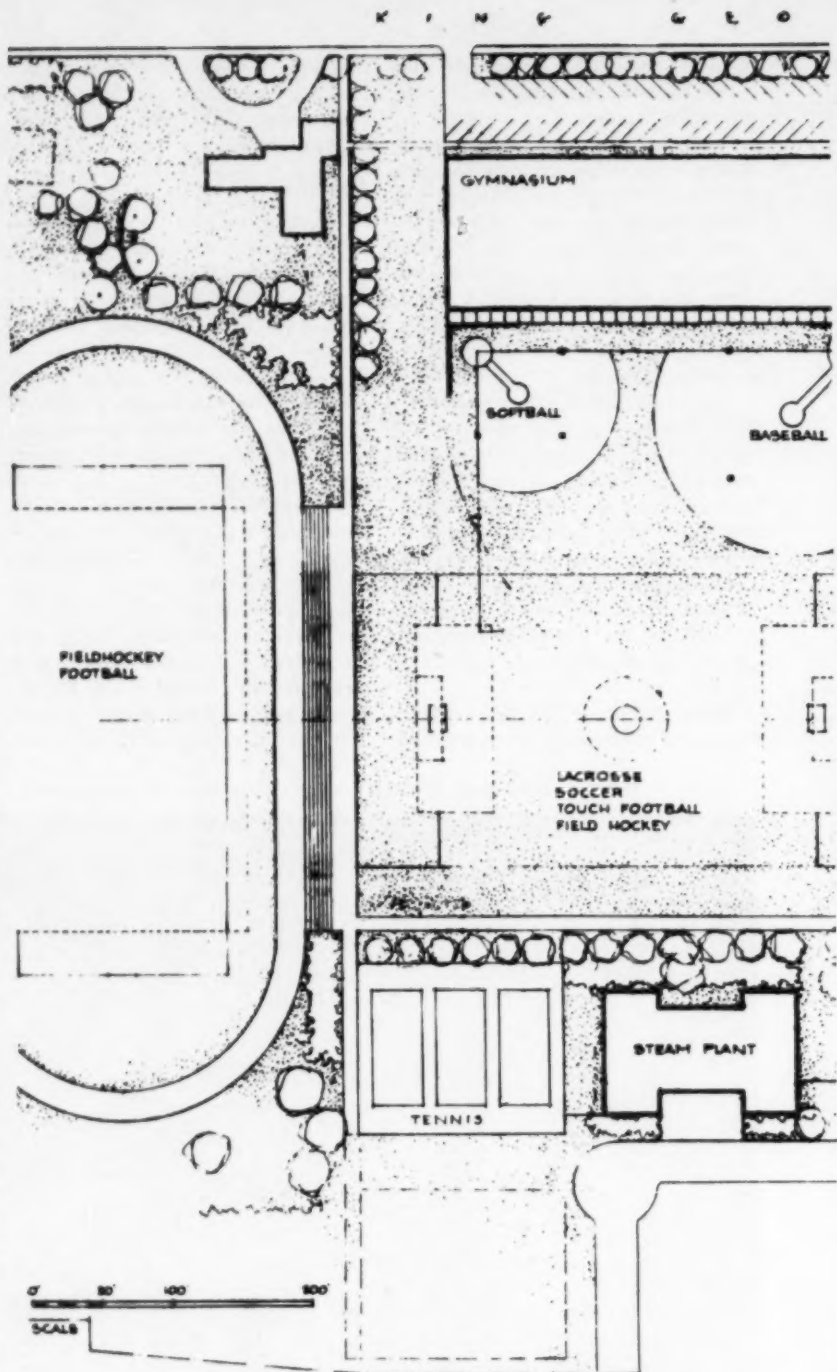
The volume, frequency and timing of rainfall are also important considerations. In combination with a study of topography and building design, these may influence planning decisions.

**Utilities:** Information on water supply and pressure, fire protection, sewage, storm drains, and electric and gas supply must be assembled and analyzed. Governing boards are sometimes reluctant to appropriate adequate funds for the development of these basic requirements. In this field alone funds spent on a development plan will often be returned many times in the orderly progression of incremental development related to the utility layout.

**Special features:** The study of the relationship of a site to a lake, lagoon, distant mountains, trees or a hill on the site itself will pay dividends. A feature that appears to be a liability may be converted sometimes into the greatest asset of a particular site.

### Development Plan

**Land use:** In general, the internal land use of a campus may be related to land use concepts in the community as a whole. Space must be devoted to social activities, housing, office functions, industrial uses, recreation, cultural activities, and even agriculture. An over-all appraisal of requirements for circulation, automobile parking,

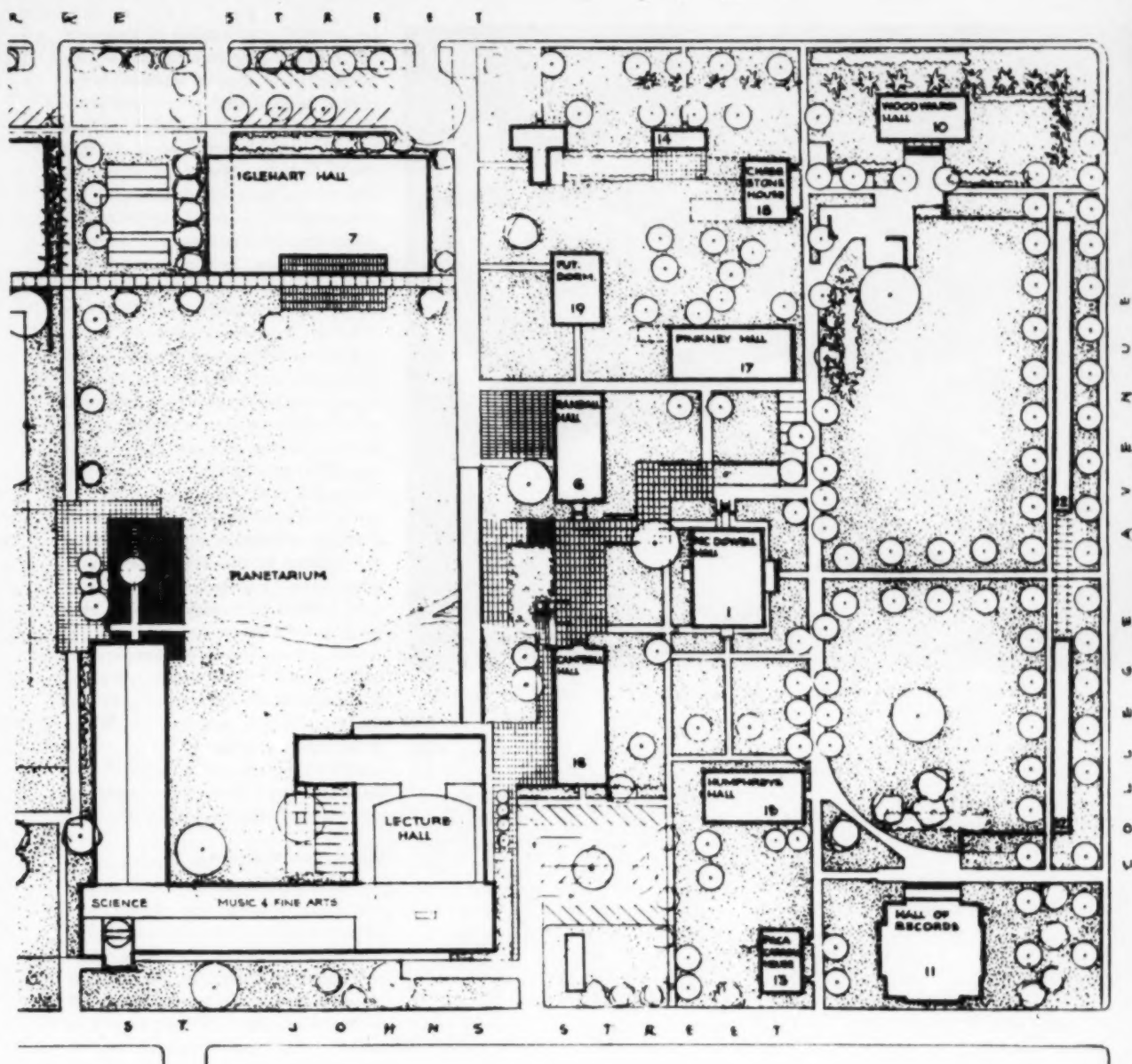


and requirements of various features of the program must be compared with land available now or in the future. The highest and best use of the land is the objective.

**Circulation:** Trends and future plans of the community should be studied. Principal means of access to the campus and around it may determine the location of buildings, parking lots, and the like. The exclusion of wheeled vehicles and parked cars from the center

of the campus is often considered highly desirable in maintaining an atmosphere suitable to study. At the same time, access for fire fighting equipment and maintenance equipment is necessary to the protection of the investment.

**Orientation:** Orientation of buildings to the sun, wind, view and adjoining developments must be studied. The orientation and location of athletic fields may help set the pattern.



Master plan for St. John's College, Camarillo, Calif., which in contrast to Orange Coast College, where the architects virtually started from scratch, contained buildings dating back to colonial times. The portion of the campus toward College Avenue contains 11 historic buildings on a sort of acropolis. The steam plant had been built in recent years, but otherwise the lower part of the campus contained open space on which a composite building (with auditorium, science laboratory, and music lecture hall) has recently been constructed. It is known as the Francis Scott Key Memorial and Science Laboratory.

**Building policies:** Certain fundamental decisions regarding building design may be made as a matter of policy at the start. The relationship of the program to the amount of land available may determine a building height policy. Decisions on space standards and typical dimensions may

determine a modular unit which will carry through the entire campus. Day-lighting policy should be established.

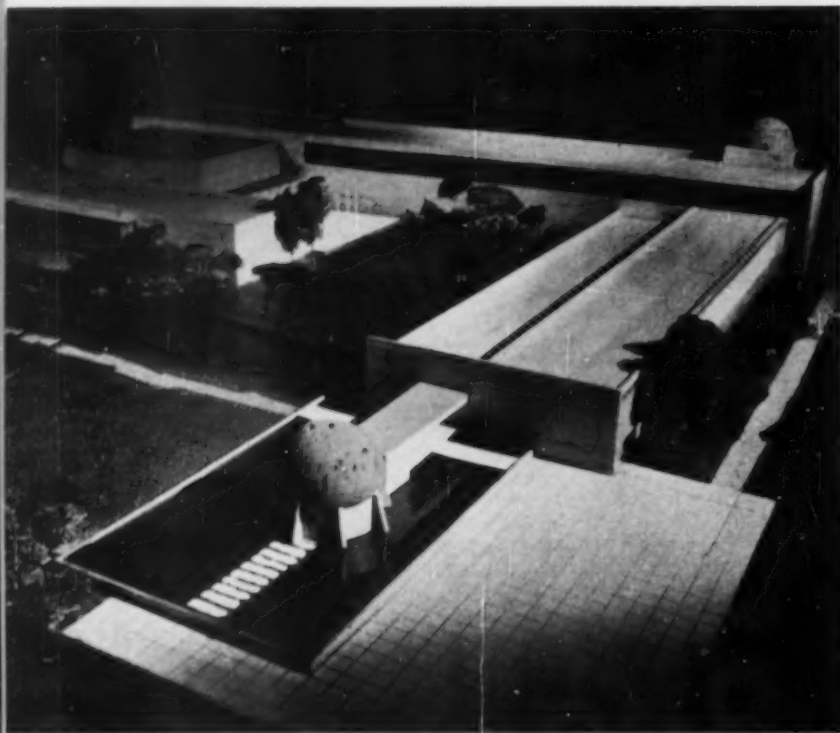
The objectives of the institution may be enhanced by a close-knit, unified court scheme or by a spreadout, spacious pattern of buildings grouped around a grand mall. A minimum

**ST. JOHN'S COLLEGE.**  
CAMPUS DEVELOPMENT  
R. J. NEUTRA & R. A. ALEXANDER  
ARCHITECTS  
MAY 1955

budget related to the scope of the problem may call for individual buildings limited in scope and separated for fire protection. A more liberal budget or policies of permanence may permit multistory, connected structures.

**Interrelationships:** Certain functions or buildings may be grouped in categories according to their use by the students or by the community. For instance, certain functions such as the cafeteria, gymnasium or library are





Francis Scott Key Memorial and Science Laboratory, St. John's College.

used by all students frequently. Others, such as an auditorium or chapel, may be used by all occasionally. Others, such as science laboratories and other specialized spaces, are used by special groups, some of which are related to others. Certain functions, such as the administration building and the auditorium, are used frequently by the public. The fact that every student of nursing spends a great deal of time in biology or that science students take a great deal of mathematics helps determine the interrelationship and location of certain functions.

As a policy of the institution, it may be decided to promote the use or awareness of certain functions of the institution by placing the library, for instance, in such position that everyone must pass it on his way to the student union. There should be conscious reason for the placement of functions, in relationship to one another.

#### **Construction Program**

**Grounds improvement:** When a master development plan has been prepared to accomplish a certain program, the general assessment of construction cost requirements and ways and means must be developed. In the shuffle of estimating square foot areas and building costs, adequate attention is seldom

given to grounds improvement. Adequate allowance should be made for the development of utilities, especially underground electric lines and drainage. Curbs, gutters, walks, outside terraces, reflecting pools, and landscaping should be calculated. A specific schedule should be made for an incremental program to proceed with the construction of buildings.

**Building construction:** In developing a comprehensive program at this formative stage, a contingency of at least 10 per cent should be added to all estimates of construction costs. In addition to this, allowance should be made for site and foundation surveys, advertising and prints, inspection and laboratory tests during construction, technical services, and furnishings. It is sometimes overlooked by governing boards that these items may easily add 25 per cent to the actual construction contracts. If a fund raising campaign is required, its cost must also be taken into account.

A clear understanding of what is to be included in buildings by way of equipment and furnishings, as contrasted to those things to be purchased as movable equipment and furniture, should also be made.

**Priorities:** When the entire construction cost program is outlined, it may

be necessary to establish an incremental program. This may become a complicated game of chess when old buildings to be removed are involved in the scheme. It may prove most economical to build an entire structure in the ultimate program which will accommodate several functions temporarily until specific buildings are constructed to house them. Construction of scattered fragments may prove more costly and unmanageable than periodic remodeling to suit a changed use.

**Fiscal program:** Studies of alternative plans of financing must be made. For public institutions, a tax rate increase may be feasible politically and prove adequate to meet the growing need through a pay-as-you-go financing plan. An older public institution needing a new campus may have to resort to a bond issue. The resources of a private institution must be analyzed and related to the development program. The potential resources may even influence the concept of the plan itself, as we have seen.

In any event the careful preparation of the plan of development, properly presented to the citizens or potential donors, will play a major role in the financing of the project.

**Schedule:** A precise schedule of critical dates in the development program should be established and maintained.

#### **Continued Planning**

**Building plans:** Ideally, the advisers who have prepared the development plan should carry through the design of specific buildings. When this is impractical for any reason, they should at least be retained to advise on the design of specific buildings. As careful as they have been to bring as much as possible to paper during the preparation of a development plan, the end result will still depend on the specific execution of the designs.

**Development plan review:** The development plan itself is intended to be a guide. Over the period of development, especially in the case of a long-range incremental plan, logical changes are usually necessary, regardless of the time and thought devoted to the plan in the first instance. Experience in the growth and development of the institution, not to mention changes in contemporary life as reflected in educational needs, will demand certain adjustments. Advisers who worked with the institution in the first instance would be helpful in servicing the continuity of the plan. ■



**A**S IMPLIED by last month's article, there is a natural affinity between the work of auditors and the work of research workers. Although auditors, at present, conduct relatively few research studies, the "booming" of scientific management or operations research since World War II and the "onslaught" of automatic and electronic data processing are inevitably leading institutional auditors into using more research techniques in the solution of college or university business-management problems.

Such a change is good not only from the point of view of efficiency and cost reduction but also because of the Law of Change. (The Law of Change was formulated by the writer. Change is important because it affects every business-management problem and yet it is a relentless, uncontrollable force.) This great law works as follows: Where an organizational management does not "undertake" beneficial changes, change will "overtake" in some adverse way that management. Of course, the extent of the "overtaking" depends upon the extent of the resistance to change.

Besides the auditor using more research techniques as statistical sampling and linear programming<sup>1</sup> on his own, he may become more involved in research done by teamwork. The last named is characteristic of operations research. An institutional business-research team might be composed of an electronic computer engineer, a systems and procedures analyst, an accountant, and the auditor. An operation researcher, according to a recent issue of *Office Management*, begins by developing a mathematical measure (as dollars allocated to inventories in total or by item) that will reflect the results desired by management in quantitative terms. The researcher then describes in an analytical fashion what happens to this measure as controllable variables are changed to represent alternate managerial decisions and as uncontrollable variables change as they normally would in the external environment.<sup>2</sup> Of course the primary objectives of institutional business research would be efficiency and cost reduction. Richard Byerly states: "Operations research is concerned with the application of scientific and mathematical methods to

No. 9 of a second series

## Auditors Aid Administration Through Research

A. E. MARIEN

Internal Auditing Division, University of Illinois, Urbana

the optimum solution of business problems."<sup>3</sup>

Two over-all areas of research auditing are: research in audit work and research of audit work. The latter includes areas as studying: the characteristics of auditing staff members, audit programs and techniques, working papers, report-writing time, and so forth.<sup>4</sup>

Examples of the latter kind of research took place in the auditing office of a university. This office, faced with the problem of improving its staff and audit program, used a comparative analysis to improve its staff and an automatic data analysis to improve its audit program.

The automatic data analysis is, however, a continuing study. The audits worked on as reported on auditors' monthly time sheets are coded according to a master audit program and then transferred by mark-sensing to automatic data cards. These cards are subsequently punched, sorted and machine-listed to give audit production time by audits and by man. This analysis serves several purposes: audit program coverage, future program planning, auditor production, reports to management, and the time consumed by each kind of audit in relation to cost saving.

A systems audit of institutional sales, for instance, may take less time than a "checking" audit of sales reports, but it may save much more in operational funds. The study of staff members was conducted by giving a battery of psychological interests and personality tests to the auditors and comparing the results with the known characteristics

of these men. An extension of this research would consist of increasing the number tested and using a coefficient-of-correlation analysis. The purposes of this research were: better staff selection and training, and the building of a balanced staff.

Research in audit work rather than that of audit work may be illustrated by transactions analysis or by operations research. Analyses of past transactions have been "the stock-in-trade" of the auditor. Merely by supplementing and/or substituting for audit techniques certain research techniques, the audits become scientific research. Transactions may be analyzed, of course, from the standpoints of error, classification, simplification, duplication, "rightness," procedural control, and defalcation.

A statistical analysis of completed transactions for the receipt and repayment of cash travel advances might reveal a possible improvement in repayment procedures. A subsequent analytical description of alternate repayment procedures in terms of loss of theoretical interest on money advanced would give the method of optimum efficiency which is most co-existent with staff convenience.

An automatic data analysis of completed purchasing transactions might offer several possibilities: distribution of purchases by vendor, revealing undue concentration of purchases among certain vendors, a frequency distribution analysis of purchases by amount pointing toward a new streamlined and cost reducing procedure for small purchases, or a frequency distribution analysis of purchases by item showing those items sufficiently repeated to allow ordering in greater quantity and increasing the utilization of warehousing and/or the stores system. ■

<sup>1</sup>Linear Programming is explained in Introduction to Operations Research by Churchman, Ackoff and Arnoff, New York: John Wiley and Sons, Inc., 1957, Chaps. 11-13.

<sup>2</sup>Office Management, Yearbook Issue, 29:3a (March) 1958, p. 16.

<sup>3</sup>Byerly, Richard A.: Operations Research, Random Sampling and the Internal Auditor, The Internal Auditor, 15:2 (June) 1958, p. 54.

<sup>4</sup>The Institute of Internal Auditors, Internal Auditing in 1957, Research Committee Report No. 5, 1958, p. 51.

# Procurement Policies in Land-Grant Colleges

"Policies for Purchasing" is the fourth article of this series, based on a comprehensive review of literature and on a questionnaire sent to all land-grant institutions.

H. DEAN EYRE, Purchasing Agent, Utah State University, Logan

THE goal of purchasing is "... to provide the needs of the institution efficiently at the lowest possible cost." The main considerations in purchasing are to get what is needed, when it is needed, and to obtain the correct quality at lowest cost. Obtaining the highest quality merchandise at the lowest prices is a moral obligation of school officials. The best in school facilities should be made available, proportionate to the dollars available.

I have tried to get information that would assist in a short statement of definition of the goal of purchasing for a land-grant college. The definition was finally framed as follows: "The goal of purchasing for a land-grant col-

lege is to procure goods and services necessary to maintain facilities for teaching, research and extension as economically and efficiently as possible." Purchasing agents were then asked in the questionnaire if they believed this definition to be a good one, or if they had a better one to list. They all considered the definition good.

In some states and districts bidding is required by statute. In a national survey of public purchasing practices, conducted by the staff of the *American School Board Journal*, 229 replies were received to the question: "Is advertising for formal contracts prior to bid opening required by law?" Of these, 194 answered Yes. It should be

noted that formal contracts have to do with the more expensive purchases. For example, contracts may not begin until the \$500 or the \$1000 figure, as specified in the statute. Within an institution the policy may be to require pricing in purchases of lower values.

In order not to restrict the goal of purchasing, the opportunity to quote on the needs of the school should be open to any business firm of integrity. In obtaining best buys we should consider that the correct price can be determined only through the operation of fair and open competition.

The economy section of the goal of purchasing is realized through bidding and pricing. Bidding is the formal form of advertising for sealed bids. Pricing is informal shopping for best buys.

Thirty out of 45 purchasing agents answering the questionnaire replied that they were required by state law to obtain formal bids. Of those 30, 17 stated that the procedure was spelled out in detail. Of the 15 not required by state law to seek formal bids, seven had a formal bid policy promulgated by the purchasing agent, five by the board of trustees, and three by the business manager. A formal bidding policy is in the majority.

At this point it was asked at what dollar point formal bids were solicited, to see if a mode could be obtained. The results are as follows:

Bid Point	Materials and Supplies	Construction
At, above \$ 100	2	0
At, above 200	3	1
At, above 300	3	0
At, above 500	3	3
At, above 1000	7	8
At, above 1500	1	1
At 2000	4	4
Above 2000	4	6
Not required	12	0

Although more institutions had no requirements at any single dollar point,

COLLEGE and UNIVERSITY BUSINESS

H. Dean Eyre (seated), purchasing agent, and Francis Baugh, assistant purchasing agent, inspecting academic apparel for graduation exercises.



far more schools in total had requirements than those that did not. The mode point for those having requirements is at \$1000 both on materials and supplies and on construction.

A close division of thought exists as to whether it is a good idea for state statutes to spell out formal bidding policy. Twenty respondents were in favor and 23 opposed. Most of them said that such statutes interfere with the best methods in procuring some items.

Items that purchasing agents said did not fit well with the bid requirements of state statutes include: services, franchised items, standardized items, construction under \$1000, automobiles, laboratory equipment, scientific apparatus, fine papers, specially constructed items, janitorial supplies, fair trade items, perishable foods, coal, feeds, office furniture, lounge furniture, engineering and sale items. When side notes were listed, purchasing agents indicated the best job could be done for the school by letting the procurement office handle bidding according to the physical and marketing properties of the items.

Thirty-five procurement officials out of 45 who replied checked that they obtain quotations for purchases of lower values. When asked the dollar value at which they begin pricing around, the active range was from \$25 to \$100. The \$100 figure was listed most frequently (six times); however, even without a check place for the amount being variable, 19 said that the amount depended on the item being procured. Thirty-three out of 45 believe it a good policy to get quotations on smaller purchases, say of less than \$100. Some of these mentioned, once again, that the action depends on the item.

Sometimes when bids are obtained or prices asked for, the question arises to whether the low bid or price, based on specifications, should be taken, or whether the right should be reserved to take a better quality at a higher price. Thirty of 45 favored reserving the right to take a better quality of product.

### **Borrowed Plans, Specifications**

Plans and specifications are important to indicate a standard for equitable bidding. Thirty-five procurement officials checked that at times they found they must use plans and specifications prepared by one vendor in getting quotations from others. Seven

## **Eight Suggested Statements of Purchasing Policy**

1. The goal of purchasing is to obtain goods and services necessary to maintain facilities for teaching, research and extension as efficiently and as economically as possible and to support standards that make for high public regard for the institutions in such affairs.
2. In bidding, goods and services estimated at a value of \$1000 or more are to be acquired through formal competitive bidding on accurate specifications. The opportunity to bid is open to all reliable business concerns, and the awards are to be to the lowest responsible bidders. The right is reserved to reject any and all bids in the interest of the institution.
3. In pricing in general the request for quotation point is at \$100 or over. However, this is variable according to physical and marketing properties of the items as known or determined by the purchasing agent.
4. The purchasing agent reserves the right to take a better quality at a higher price if in the interest of the institution.
5. At times plans and specifications developed by one vendor must be used in getting quotations from other vendors. This policy is all right provided approval is obtained from the development vendor.
6. The selection of the quality of goods to be obtained is a group effort — or staff concerned and purchasing department — with right of appeal to administration in case of disagreement.
7. Pressure and annoyances should not be permitted to interfere with the goal of purchasing.
8. The purchasing officer and his staff should decline all personal gifts from vendors.

checked that they did not use this help. Thirty-three declared the use of plans and specifications of one vendor in getting quotations from others is all right in the case of a public institution. Some noted, however, that this should be done only with the knowledge and consent of the vendor who made the plans and specifications.

### **Selection of Goods, Vendors**

The author pointed out in the questionnaire that "primary objectives of land-grant colleges are teaching, research and extension." "Granting this . . .," the question was asked as to *who* determines in actual practice the quality of goods to be purchased. Three choices were given for checking: (1) Rely on the judgment of staff members engaged in teaching, research and extension in selection of quality of

goods to be purchased. (2) Determine for yourself the quality to be purchased. (3) Get together with staff members and try to agree with right of appeal to administration in cases of disagreement. The response totals are listed under the column "Actual Practice Selectors" in the table below.

The same three choices also were listed for checking to give the purchasing agents an opportunity to indicate who they believed should decide on the quality of goods to be bought. The response totals are listed under the column "Purchasing Agent's Preferred Selectors" in the table.

The group method stands out as the most preferred policy by purchasing agents of selecting the quality of goods to be procured.

Quite a different picture is obtained in response to the question: "Do you

**Who Selects Quality of Goods To Be Purchased  
in Land-Grant Institutions, 1956**

	Actual Practice Selectors		Purchasing Agents Preferred Selectors	
	Solely	Partly	Solely	Partly
Staff members	10	9	5	5
Purchasing agent		6	3	3
The group—faculty, purchasing, with right of appeal to adminis- tration in cases of disagreement	27	6	28	5



believe that staff members should have a voice in *where* goods are to be procured?" It is believed (27 to 13) that staff members *should not* have a voice

in where orders are placed. Two stated they believed that the staff should have the right to suggest sources of supply. One said staff members should have a

"whisper" in where goods are to be purchased. The majority opinion is that, once the quality of goods is selected by the staff, the purchasing agent reserves the right of vendor selection.

## Questionnaire Aids in Planning Housing for Married Students

L. C. STABLER Jr., Treasurer, Troy State College, Troy, Ala.

TROY STATE COLLEGE is planning construction of 30 apartments for married students. We had had no experience in planning for this type of construction so we designed a questionnaire and sent it to selected colleges and universities that held membership in S.A.C.U.B.O.

From the 49 questionnaires sent, replies were received from 33, or 67 per cent of the institutions. Out of the 33 institutions replying, only nine had permanent housing for married students. A number, of course, had war-surplus buildings. Two of the nine actually had not completed construction but for the purposes of the survey were considered as having such housing. It is logical to assume that the majority of the 16 institutions not replying do not have permanent housing for married students.

The first survey question asked for information on the number of square feet in efficiency, one-bedroom, two-bedroom, and three-bedroom apartments. Institutions having efficiency and three-bedroom apartments were too few to be of value. The average number of square feet contained in one-bedroom apartments was 543 and in the two-bedroom apartments 653. One institution reported one-bedroom apartments of 660 square feet and two-bedroom apartments of 790 square feet. The low figures were 450 square feet and 575 square feet respectively.

The type of building was overwhelmingly the multi-unit row type; half were one story and the rest two story. An exception was Tulane University with an eight-story building.

As to the type of construction, six used concrete slab on grade with masonry walls, and three used conventional wood frame and brick veneer. All units constructed with masonry walls had interior walls exposed

and painted. The remainder used plaster. Asphalt tile was favored as the floor covering, although two respondents used vinyl tile.

In regard to the furnishing of playground equipment by the college, the answers were evenly divided between it being furnished and not being furnished. It was assumed that all institutions had some area around the apartment project that can be used as a playground.

It was asked whether the college or the apartment tenant did the grass cutting and other yard maintenance. Seven institutions replied that they maintain the yards while the tenant is expected to do so at the other two.

The question on rentals charged drew such a variety of answers as to make a tabulation almost impossible. As this is an area of particular concern to college administrators, the answers to this question are listed below with the following abbreviations for items included in the rentals: H, heat; E, electricity; W, water; Furn., completely furnished, and SR, stove and refrigerator furnished.

### RENTALS

One Bedroom	Two Bedrooms
\$67.50 SR	\$77.50 SR-H-E-W
\$45.00 H-E-W	\$55.50 W-Furn.
\$32.50 W	\$35.00 W-SR
\$54.00 Furn.	\$37.50 W
\$60.00 H-W-Furn.	\$75.00 H-E-W
	\$57.00 Furn.
	\$67.50 H-W-Furn.

Four answers were received to the question regarding construction cost per square foot. These costs were \$15.30, \$10.00, \$9.02, and \$7.93.

The method of financing showed four loans from the Housing and Home Finance Agency, three bond issues on the open market, one financed by a gift to the college, and one from a combination of college funds and Housing and Home Finance Agency loan. ■

### Attempts To Influence P.A.

Should the purchasing agent be one to satisfy politically minded board members or selfish local businessmen? Or should he be a capable executive able to cope with pressures and annoyances? The answers are obvious.

The acceptance or rejection of gifts when proffered by merchants is a problem common to purchasing people. Some feel that gifts are bribes for business. Others consider gifts as tokens of appreciation or good will offerings. To see if a majority of opinions from land-grant institutions could be found, several questions were asked on the matter. Of the 37 replies, two accepted all gifts; 20 accepted gifts that they believed did not obligate them; nine accepted gifts according to value (of these, five would accept gifts valued at \$5 or less, one would accept those valued at \$6 or less, two would accept those valued at \$10 or less, and one would accept those valued at \$15 or less); six would accept no gifts at all.

Then the question was asked: "Do you think it would be best to reject all gifts to rule out any feeling of obligation?" Nineteen answered Yes and 16 answered No. There were firm convictions on both sides. Some believe that any gift brings into play a feeling of obligation. Some believe that rejection of small gifts would offend those who proffered them. When asked of those who thought it best not to reject gifts, the value of gifts they believe acceptable, answers were as follows: "\$1 in value; \$2 in value; \$3 in value; \$5 to \$10 in value; \$5 in value; \$10 in value; \$5 to \$15 in value; those of an advertising nature only, and those without obligation."

In actual practice the majority accepts remembrances that they regard as not obligatory. Nevertheless, the majority opinion is that it would be best to reject all gifts. The margin is slight, however (19 to 16).

The purchasing officer should not become obligated to any salesman or firm. He should not accept gifts or entertainment that might make him feel that he should place orders with those firms. Acceptance of such gifts could hardly keep a purchasing agent impartial in awarding business. ■





## THE EGG AND YOU...

**New exclusive SCORE\* and EVENT\* control wash pressure chemically, improve results, increase dishwashing machine efficiency!**

★ ★ ★

Recently Economics Laboratory chemists discovered that aeration and foaming inside a dishwashing machine cut down wash pressure 40 to 50 per cent. This drop in wash pressure reduces machine efficiency—promotes staining and film build-up and increases compound consumption.

Economics Laboratory chemists also discovered that proteins such as eggs, meats, mashed potatoes and milk

are the major cause of aeration and foaming. Fats were commonly thought to be the major cause. As a result of these discoveries two new exclusive products SCORE and EVENT were developed. *Now for the first time* foam and aeration can be eliminated in a mechanical dishwashing machine throughout the entire washing period.

SCORE and EVENT control wash pressure chemically—they step up the efficiency of all mechanical dishwashing equipment—resulting in film-free tableware, lower operating costs in detergents and hot water. SCORE and EVENT have been scientifically developed and thoroughly tested by experts in the Laboratory and in hundreds of dishwashing operations throughout the country.

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**CANADA:** Economics Laboratory (Canada) limited  
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\*Patents pending.

**FREE!** Write for a new informative booklet, "A Chemical Approach To Controlled Wash Pressure".

Economics Laboratory, Inc.  
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CUB 1-59

Gentlemen:

I would like the new booklet, "A Chemical Approach To Controlled Wash Pressure".

Name \_\_\_\_\_

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City \_\_\_\_\_ State \_\_\_\_\_

**What kind of visual presentation do you use in your food service?**

## ***Merchandising Meals***

**MARGARET WYLIE**

Food Service Consultant, Chicago

**O**FTEN it is a good idea to sit down by one's self and ask "what am I selling — and how?" Yes, the answer in your business is to sell food. But how do you accomplish this? Let's start with presentation. How do you buy a new hat, suit, dress or your food? We all buy first with our eyes. What kind of visual presentation does your food operation present?

First, what about your service appointments: Should they be glass, china or plastic? What do they do for your food? China should frame each piece of food. Have you ever noticed as you stopped by a china exhibit the great number of patterns — all flowers,

buttons and bows? It looks pretty as china, but are you selling china or food?

When purchasing china, try some of your most popular entrees, vegetables, salads and desserts on your potential purchase. Different colors, lines and patterns have a hidden portion control on your food.

For example, a leading restaurant in Chicago, designed by one of the top men in the United States, spent hours of time, money and effort in preplanning. When the building was completed, down to draperies and decor, someone realized, "Oh yes, we need china." In keeping with the decor and

building, a black fade flange china was selected. The table was styled in its new crisp black and white service. But no one had tried a few menu items. Black does nothing for food. Dark greens become darker, pale green, whiter, yellow-orange looks like Halloween every day.

Most food operators in colleges and universities do their bulk of business by the cafeteria method. When you sell from a cafeteria counter you should strive for vertical presentation on the shelves and horizontal presentation on the steam table. For instance, pie presented on a cafeteria shelf should be baked in an 8 inch tin, affording a deeper filling and a higher pie with the point of the pie slightly off center to increase the vertical effect.

However, for table service the pie should be baked in a 9 inch or 10 inch tin as the top surface area is the selling point, because when the pie is presented the eye is looking over the total surface area. One successful operator in St. Louis, using the stated principles of china and pie, increased his pie volume 100 per cent in a newly acquired operation.

Then there is use of color as a means of merchandising. Are you guilty of using pale, peaked iceberg lettuce as a liner for all your salads instead of a variety of greens? Do you have a colorful display on your steam table? Are your garnishes limited to a sprig of parsley and radish roses or a dash of paprika, whipped cream, maraschino cherries? For color schemes, you can always look to Mother Nature.

Many food operators are missing a large volume potential by not capitalizing on the low-fat-longer-life diet that nutritionists of today are stressing. Do you have some attractively presented fresh fruit on your dessert counter? The difference between a half cantaloupe cut with a saw-tooth edge compared to a straight flat edge is worth noting. This is just an example of merchandising in a simple form. Do you have caloric tags for some of your items? Or do you suggest low calorie foods on your menu board?

Do you take advantage of the food items popular among the student population, such as pizza pie? Have you thought of merchandising your pizza, perhaps using an educational exhibit of a variety of cheeses usable in pizza with a mimeographed give-away copy of the recipe.

One of the features of a recent home economics conference in Philadelphia

Don't forget the use of color as a means of merchandising, starting with the china and, of course, carrying over into the foods.



# This Many Pennies



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● Here's how to solve high ice costs—invest in your own SCOTSMAN Ice Machine! For just a few pennies you can make ice for any purpose. Your SCOTSMAN Ice Machine is always available. There's no waiting for ice, no delays in delivery. Day or night you can have as much ice as you need at an economical price!

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Capacities  
from 100 lbs.  
to 4500 lbs.



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## NEW DU PONT BROCHURE SHOWS...



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Tiny, transparent spheres of "Ludox" in the wax layer exert a snubbing action under pressure of every footstep... give sure-footed traction for extra safety. And these slip-retardant waxes bring out the natural beauty of floors as only fine

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**Get all the facts.** Send coupon below for your free copy of the new full-color Du Pont brochure plus names of suppliers of floor waxes containing anti-slip "Ludox".

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Specify floor waxes containing  
Du Pont's anti-slip ingredient,

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Please send: ☐ New brochure about waxes containing "Ludox". ☐ Names of suppliers of these slip-retardant waxes.

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was a soup company's campaign for serving soup at breakfast. Could you use this as a promotion for your 10 a.m. business by serving soup in a mug? Did you take advantage of the promotion soups on the racks for a change in your coffee business?

I could go on and on. It's the standard item with a novel presentation that makes merchandising. It's fun. It takes the humdrum out of daily preparation, and it increases employee enthusiasm. Workers soon will be offering their own suggestions.

Where do you get ideas of merchandising? I would have my name on every food company's mailing list for promotion pieces and recipe service. I would clip and mail all readers' service cards from institutional magazines. I would read the food columns of the daily papers and the women's magazines. I would subscribe to *Gourmet*.

### Simplicity Is Key

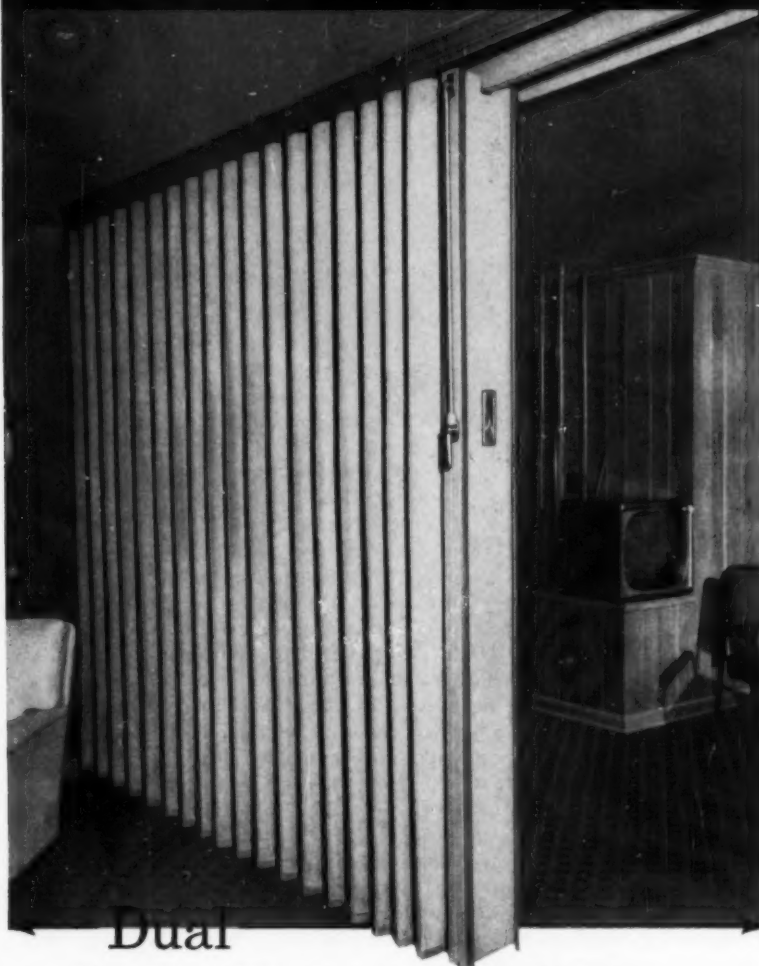
Simplicity is another key to merchandising. With the increased products of convenience for the institutional market, the time gained using these products could be spent increasing the eye appeal of foods.

For instance, let's take the product instant pudding. Do you put into operation all its potentials? Let's say the product is the constant, and the liquid is the variable. The product made according to standard procedures is a dessert, which may be presented with many garnishes other than maraschino cherries and whipped cream. The pudding can be presented in different shaped dishes, depending upon the horizontal or the vertical effect desired. Using the same product as the constant and altering the liquid to an increased quantity, a sauce can be made. For example, orange sauce can be made by substituting orange juice for the liquid in an increased amount and by adding a few pieces of grated orange rind. This makes a good, quick orange sauce with multiple uses.

Using the product as a constant, decrease the liquid and add a solid, such as peanut butter. The end product is a delightful peanut butter pudding. Or a quick cheese cake can be made by using the product as a constant, decreasing the liquid and adding cream cheese with grated lemon rind. You can go several steps farther to increase the eye appeal by adding different fruit toppings. Since the end product is pale in color, the eye appeal is increased by a red cherry topping. ■



# Sound Solution FOR SPACE SEPARATION . . .



## Dual Sound-Retardant Folddoor Partition

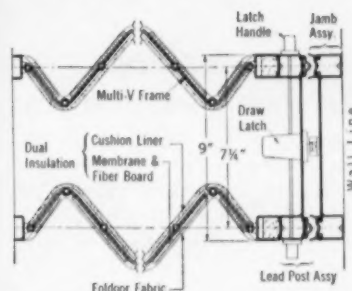
In many situations, it's just as important to be able to separate sound as it is space. That's why the new Dual Sound-Retardant FOLDOOR Partition is such a sensible choice for all double-use facilities. It marks the first time that the convenience and beauty of the fabric-covered folding door are available in a general purpose, maximum sound-retardant partition that operates from overhead tracks only.

In Canada: FOLDOOR of CANADA, Montreal 26, Quebec

Photo above from Biltmore Hotel Courts  
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**FOLDOOR**  
FOLDING PARTITIONS AND DOORS

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*This new structural design plus special insulation minimizes sound transmission.*

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Look to FOLDOOR for folding doors and partitions to meet every commercial and residential application. Both Multi-V and Multi-X models are offered in a wide variety of fabrics and colors. Full line of tracks, switches and other accessories.

#### SEND FOR INFORMATION

. . . or phone your nearest FOLDOOR distributor now. No obligation, of course.

HOLCOMB & HOKE MFG. CO., INC.  
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# NEWS

**Association Formed by 10 Midwest Colleges . . . Predicts All Colleges  
Will Require Entrance Examinations . . . New Law Broadens Duties of  
H.E.W. Secretary . . . Public Colleges Ask Federal Help for Building**

## **Ten Midwest Colleges Form New Association**

CHICAGO. — Ten colleges in Illinois, Iowa, Minnesota and Wisconsin at a meeting here recently formed the Associated Colleges of the Midwest.

The new organization is composed of Beloit of Beloit, Wis.; Carleton of Northfield, Minn.; Coe of Cedar Rapids, Iowa; Cornell of Mount Vernon, Iowa; Grinnell of Grinnell, Iowa; Knox of Galesburg, Ill.; Lawrence of Appleton, Wis.; Monmouth of Monmouth, Ill.; Ripon of Ripon, Wis., and St. Olaf of Northfield, Minn.

A new venture in higher education, the association will engage in cooperative activities designed to contribute to the educational effectiveness of the constituent colleges, to help them improve the efficiency of their operations, and to assist them in developing additional sources of revenue.

To finance the association for the first year, the Ford Foundation made a grant of \$25,000. This will permit the inauguration without delay of a program concerning important economic, management and educational problems of the colleges.

In addition to making studies, conducting experiments, and undertaking cooperative programs, the association will act as a clearinghouse for information.

The program will provide for both general and specific projects, including the summer services of faculty, conferences, seminars and meetings, cooperative operations such as testing programs and public relations, and special tabulations and studies conducted by the administrative departments.

The board of directors of the association is made up of the presidents of the colleges involved. The association has an executive committee with Russell D. Cole as chairman; Howard R. Bowen as secretary, and

Sharvy D. Umbeck as the third member. This committee worked during the summer organizing and developing the program which led to approval by the boards of trustees of the 10 schools.

It is expected that the association headquarters will be in Chicago.

## **H.E.W. Secretary's Duties Broadened by New Law**

WASHINGTON, D. C. — In a meeting before 49 representatives of organizations of higher education, Secretary Arthur S. Flemming of the Department of Health, Education and Welfare pointed out that the new National Defense Education Act gives him a broad governmental policy making role in higher education. He stated that he intends to take this new responsibility "very seriously."

Mr. Flemming requested the educators in attendance to review their programs from the point of view of the impact — favorable and otherwise — that the education activities of the federal government make on institutions of higher education. He requested that they report back their findings.

Secretary Flemming called the educators' attention to Subsection D of Title 10, which states: "The Secretary shall advise and consult with heads of the departments and agencies of the federal government responsible for the administration of scholarship, fellowship or other educational programs with a view to securing full information concerning all specialized scholarship, fellowship or other educational programs administered by or under any such department or agency and to developing policies and procedures which will strengthen the educational programs and objectives of the institutions of higher education utilized for any such purposes by any such department or agency."

## **Organize To Boost Corporate Gifts**

CHICAGO. — An organization called the Independent College Funds of America has been formed to make corporate giving to colleges an easier procedure.

The new association will have headquarters in New York and will provide a channeling point for donations by large corporations that wish to give on a nationwide basis, according to Carter Davidson, president of Union College, Schenectady, N. Y., and chairman of the board of the new national fund raising group.

Dr. Davidson points out that through statewide associations of colleges, now in operation in 40 states, gifts from corporations increased from \$1,769,846 in 1953 to \$7,695,593 in 1957. He believes that the economic future of the small college is good and that, through this new organization, corporate gifts to private higher education can reach \$50 million a year.

## **Predicts All Colleges Will Require Entrance Exams**

NEW YORK. — Frank H. Bowles, president of the College Entrance Examination Board, stated in a recent news interview that within from five to 10 years all four-year degree granting educational institutions will require entrance examinations.

The increasing pressure for admission as well as other factors will lead to the necessity of such examinations, Dr. Bowles believes. More than half of the nation's nearly 1000 four-year degree granting institutions now have some form of testing candidates for admission.

The College Entrance Examination Board is working on a new test that will give college admission offices maximum information about candidates at an earlier time than is avail-

# HUNTINGTON FURNITURE

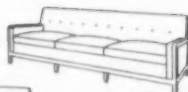
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able at present. However, Dr. Bowles pointed out, the test is "four years away from appearance, if it appears at all."

## N.Y.U. Studies Ratio of Tuition to Costs

NEW YORK.—New York University is now conducting a study to determine the relationship between tuition fees and total operating costs, says President Carroll V. Newsom.

A faculty committee appointed to study the problem will try to deter-

mine whether an increase in tuition is necessary to keep the operating budget balanced.

The university's tuition fees have doubled since 1952. Students now pay \$30 a credit hour of instruction, or \$960 for a regular full-time schedule. The last tuition increase went into effect in 1957-58. In addition, a university fee of \$100 is charged for every full-time undergraduate in excess of the tuition charges.

According to studies made by the N.Y.U. administrative staff, students pay about half of the total cost of their

education. The remainder of the revenue comes from private sources, endowments and investments.

## U.N.C.F. Distributes \$475,000 to 33 Colleges

NEW YORK. — The United Negro College Fund is distributing \$475,000 to its 33 member colleges and universities, according to W. J. Trent Jr., executive director.

"The allocations bring U.N.C.F. appropriations to \$1,386,779 for the calendar year," Mr. Trent said. "These unrestricted funds are used by the member colleges for current operating expenses."

The pioneer in cooperative fund raising for institutions of higher learning, the U.N.C.F. coordinates the efforts of its independent, accredited member colleges in seeking nationwide public and corporate support.

"Beginning with its first organized appeal in 1944, the College Fund has raised approximately 10 per cent of the annual academic budgets of its member schools each year," Mr. Trent said. "The joint fund raising pattern set by the U.N.C.F. is now followed by some 40 organizations soliciting support for groups of America's private colleges."

Stanley C. Hope, president of Sound-Scriber Corporation and retired president of Esso Standard Oil Company, is national campaign chairman for U.N.C.F.'s 1958 appeal. George A. Beavers Jr., board chairman of Golden State Mutual Life Insurance Company, and Basil O'Connor, president of the National Foundation and chairman of the board of trustees of Tuskegee Institute, one of U.N.C.F.'s member colleges, are national vice chairmen.

John J. McCloy, chairman of the board of the Chase Manhattan Bank, is treasurer. John D. Rockefeller Jr. is chairman of the U.N.C.F. campaign's national advisory council.



"Imagine  
a portable,  
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for only \$149.50"

## the NEW Thomas "Desk-Top" Collator

Now for the first time a completely electric collator that is priced within the reach of every office... actually *half the price* of anything on the market. Yet, this new Thomas has the capacity to handle 8½ x 11 sheets of most tissue, onionskin, one-time carbon, bond, mimeo and even ¼" cardboard. It's portable, light weight and extremely simple to operate. A flip of the switch and the tiresome time-consuming task of gathering pages into sets becomes an efficient, effortless job... *that's almost fun!*

Mail coupon... or ask your own stationer or office equipment dealer to make arrangements for a free demonstration.



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☐ I'd also like a free demonstration.

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CITY \_\_\_\_\_ STATE \_\_\_\_\_

## Offer Monthly Payment Plan at Grinnell

GRINNELL, IOWA. — Howard Bowen, president of Grinnell College, Grinnell, Iowa, recently announced a plan under which parents can pay the college expenses of their children in monthly installments for as long as seven or eight years.

"We are applying to the field of higher education the kind of financial





## Life Insurance Rates Reduced!



**TIAA continues to be the outstanding  
life insurance value for educators.**

**FOR EXAMPLE:**

A premium of \$11.40 a month buys \$20,000 of 10-Year Term insurance for a man 33 years of age. The net premium, after annual dividends, averages only \$7.16 monthly for this \$20,000 policy, based upon TIAA's 1958 dividend scale. Dividends, of course, are not guaranteed.

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Any staff member of a college, university or private school is eligible to apply for the many low-cost plans available.

*Ask for a supply of the new Life Insurance Guide for your staff.*

•

**TEACHERS INSURANCE AND ANNUITY ASSOCIATION**

**522 FIFTH AVENUE**

**NEW YORK 36, N. Y.**

arrangements people are accustomed to using when they invest in homes, automobiles and other durable goods, or which businessmen use when they invest in a new plant and machinery," Dr. Bowen asserted. "A college education is a major investment, the value of which endures for a lifetime," he said in announcing the new policy.

Beginning next fall, parents of Grinnell students will be able to select a monthly payment plan that best fits the family budget. Simple interest will be charged at moderate rates, according to President Bowen.

## Fifth Two-Year Community College for New York

NEW YORK. — An announcement was recently made that a community college for Queens borough had been approved by the board of trustees of the State University of New York. The new community college is expected to be established by 1960.

The two-year college will be the fifteenth in the state and the fifth in New York City. Three are now in operation: Community College of Applied Arts and Sciences in Brooklyn,

Community College in Staten Island, and Fashion Institute of Technology. Another, the Bronx Community College, will open in February.

## New York City Colleges Form Admissions Center

NEW YORK. — The Council of Higher Educational Institutions in New York City, in a recent meeting at Notre Dame College of Staten Island, took action to sponsor an admissions center to aid college placement. The council is composed of administrators of about 60 colleges in the area.

According to available data, each year many of the 40,000 graduates of New York City high schools fail to enter a city college even though many places in the colleges remain unfilled. According to various reports, city supported colleges can accept only about one-third of the applications received. Other colleges may be left unfilled by "shoppers" who seek the best academic offer.

The new admissions center will attempt to bring a college and the high school graduate together. Though it will be primarily concerned with residences and colleges in New York City, the center also will work with colleges and educational agencies throughout the state and nation. It will try to assist out-of-city residents trying to enroll in New York City colleges and will open its list of applicants to out-of-city colleges.

## Launch Program of Teacher Recruitment

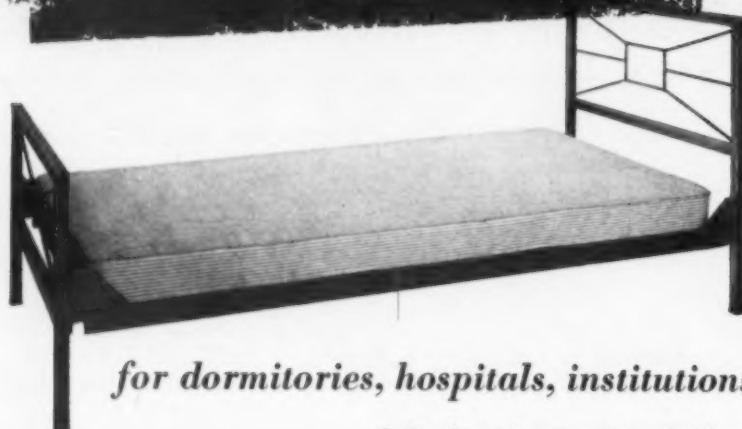
WASHINGTON, D.C. — The American Council on Education recently embarked on a major effort to help the colleges and universities recruit qualified college teachers.

Supported by a grant from the Ford Foundation, the council begins free distribution of 175,000 copies of "College Teaching as a Career," a booklet that offers the testimony of such teachers and writers in education as Mark Van Doren, Reuben G. Gustavson, T. V. Smith, and Fred M. Hechinger.

President Arthur S. Adams of the council, in announcing the project to aid in the recruitment and training of teachers, said: "Most other professions and occupations have had organized campaigns of recruitment for many years. Colleges and universities, especially through their teaching staffs, must make similar efforts to procure

*low maintenance / all metal*

## NO-SAG BUNK BEDS



*for dormitories, hospitals, institutions*



Stylized metal ends equipped with double wedge-locks are combined with famous No-Sag "flat top" spring units to provide the ultimate in a rugged, maintenance-free convertible assembly. In two styles: the "Metropolitan", above and "Sunburst" at left. Write for further details.

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## Brookfield, Wisc. High School Gets a Program To Lengthen Floor Life

*Huntington representative offers sound maintenance plan...*

Mr. Edward Fricke, Superintendent of Buildings and Grounds, said "Huntington offered us a sound program for building maintenance. It has proved to be low cost in use and of particular value in keeping floors looking like new."

In the spacious lobby above, the terrazzo floor is protected with Neo-Shine® Wax—the tough wax with 50% more wax solids than most heavy duty waxes.



**EDWARD FRICKE**  
Superintendent of  
Buildings and Grounds

Because of this extra wax content, corridors and classrooms, like the school training kitchen (below left), are kept well polished and protected for longer periods between waxings.

For daily maintenance of floors, the Huntolene® Antiseptic Dust Control Program was adopted. This is a treatment for dust mops that inhibits bacteria growth on the floor and in the mop, improving sanitary conditions wherever used. It not only keeps

dust down but helps to keep germs out of the air.

Brookfield High's gym is in almost constant use (below right.) Here Mr. Van Winkle recommended Seal-O-San® Gym Floor Finish which is easy to maintain and affords good protection even against street-shoe traffic. It is non-skid, glare-free and rubber-burn resistant. Mr. Fricke, recently commented, "Rip's advice was sound. His products and maintenance procedures have helped us keep costs reasonable. And whatever the maintenance problem in the building we found Huntington helpful in finding a solution."



**RIP VAN WINKLE**  
Huntington's  
Representative

Why not investigate a planned maintenance program by discussing your needs with the "Man Behind the Drum," the Huntington representative in your area?

Information on Seal-O-San, Neo-Shine and Huntolene is available on request. Send for information today.

### HUNTINGTON LABORATORIES

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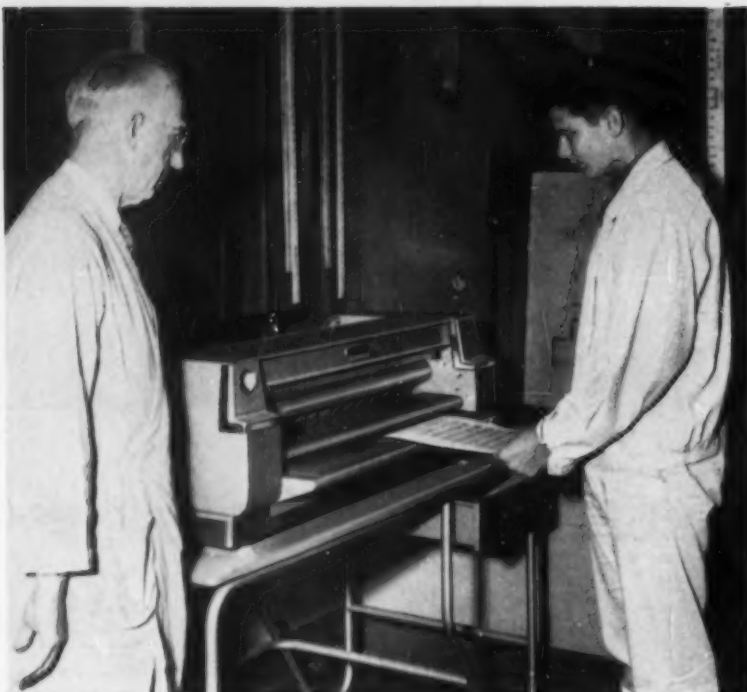
Huntington, Indiana

• Philadelphia 35, Pennsylvania

• Toronto 2, Ontario

Illustrations from Brookfield, Wisconsin, High School; Stanley B. Helms, Superintendent of Schools; Grasshold & Johnson, AIA, Milwaukee





## "Worth its Weight in Textbooks!"

Mr. William Cole, mechanical drawing instructor at Abraham Lincoln High School in San Francisco, is a firm believer in textbooks. But he also recognizes the invaluable practical training his students are getting through use of their Bruning Copyflex Model 300 reproduction machine.

Right in the class room, students make sharp, black-on-white diazotype prints in seconds of their drawings or tracings — up to 30-inches wide by any length. They learn for themselves how their drafting board work effects the sharpness and clarity of prints. They gain valuable experience with all of the drafting and reproduction techniques involved with such materials as intermediates and film overlays. In short, Mr. Cole's students are getting *today* the whiteprinting experience and benefits they'll utilize *tomorrow* in industry!

You owe it to yourself and your students to investigate the remarkable Copyflex "300". It offers all the versatility and big printing width of a large, expensive diazotype reproduction machine — at a price to fit school budgets. Moreover, the "300" can be utilized for fast, labor-saving reproduction of student transcripts and a wide variety of records, reports, charts, and memoranda. Why not mail the coupon right now for more information?



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their fair share of the ablest young men and women in the nation."

Dr. Adams made it clear that the council's program is designed to supplement programs with the same objective sponsored by many other governmental and nongovernmental agencies. For example, fellowships for 1000 prospective college teachers will be supplied next fall under the National Defense Education Act of 1958. The Woodrow Wilson Fellowship Foundation has increased the number of fellowships annually to 1000, and the National Science Foundation, with a substantially enlarged appropriation, will offer more than 2000 predoctoral fellowships during the current fiscal year. Numerous smaller programs are also in operation.

### Vote to Allow Sorority To Remain at Michigan

ANN ARBOR, MICH. — The board in review, a joint student-faculty-administration group at the University of Michigan, voted November 15 to allow Sigma Kappa sorority to remain organized on campus at the present time. The action followed the Student Government Council's (S.G.C.) decision on November 11 to withdraw recognition from the sorority.

In 1956, S.G.C. found Sigma Kappa in violation of a university regulation which states: "Recognition will not be granted any organization which prohibits membership in the organization because of race, religion or color."

S.G.C.'s action followed suspension of Sigma Kappa chapters at Cornell and Tufts universities by the national sorority. In both cases, the national group acted after the local chapters had pledged Negroes.

The board's action was on the question of administrative policy as interpreted by S.G.C., Dean Earl V. Moore, chairman of the board, said. Dean Moore is dean of the school of music. The board's action, he continued, supports the presentation made by the administrative offices concerned that Sigma Kappa does meet Michigan standards.

### Yale Sets Record With \$33 Million in Gifts

NEW HAVEN, CONN. — Yale University received a record of \$33,047,068 in gifts during 1957-58, a recent report by Charles S. Gage, treasurer of Yale, reveals. This compares with the pre-



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vious high for gifts in one year of \$26,519,192 in 1929-30.

Mr. Gage declared that the major factor in this record gift program was the \$15 million received last spring from the Old Dominion Foundation to strengthen the college centered educational activities throughout Yale's residential colleges and to construct two new residential colleges.

The university's operating expenses in 1957-58 amounted to \$29,947,820, the largest in Yale's history; this was a 120 per cent increase over the operating expenses of 10 years ago.

## Women's League Studies N. J. Educational Needs

NEWARK, N.J. — A recent study and survey made by the League of Women Voters in New Jersey indicated that the colleges in the state must start planning now for 15,700 more students in 1965. The study indicates the need in 1965 will be greater than that projected in a similar survey made last year by the state board of education.

The League of Women Voters' report indicates that the 10 state supported public colleges are operating at

almost capacity, with a total of 14,442 students. It states that 14 private four-year colleges, with 14,000 full-time New Jersey undergraduates, are operating at 75 per cent of capacity. Present plans for expansion, according to the league's report, indicates that plans fall short of meeting the demand in 1965 by 4300 students.

The survey also revealed that more students are commuting than living on campus at both public and private colleges in New Jersey.

## Legion Renews Attack on Sarah Lawrence College

BRONXVILLE, N.Y. — Sarah Lawrence College has been subject to another attack by the Westchester County American Legion for allegedly retaining faculty members reported to have "Communist-front" records.

The college has experienced more than seven years of periodic censure drafted by the un-American activities committee of the Legion and endorsed by county delegates and officers of the organization.

In reply, Dr. Harold Taylor, president of Sarah Lawrence College, stated that none of the faculty takes intellectual orders from outside authority, Communist or otherwise. College officials are reported to be less disturbed by the new charges than by the fact that the Legion's new reference to the college as a "girls' seminary."

Dr. Taylor, in a statement to the press, declared: "It is a principle accepted by the faculty, the president, and trustees alike that there is to be no indoctrination of student with a political, philosophical or religious dogma. No person, therefore, who takes his intellectual orders from an outside authority, whether Communist or any other, could be given or could retain the responsibility of membership in the Sarah Lawrence faculty."

## University Asks Recount on Charter Amendment

AKRON, OHIO. — University of Akron's board of directors has asked for a recount of ballots cast November 4 on the Charter Amendment in 149 Akron precincts. All 10 city wards are represented in the total.

The action approving a petition to the county board of elections by members of the finance committee of the board and the chairman of the Citizens

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Committee for the Charter Amendment came at the board's regular meeting.

The official count from Akron's 427 precincts resulted in a 64 vote deficit for the university's request for a 1 mill charter amendment, Issue No. 5. Unofficial figures announced November 5 showed the amendment losing by 90 votes — 47,900 against, and 47,810 for. Official board of election reports on November 15 changed the count to 47,845 against, and 47,781 for.

Cost of the recount is being underwritten by members of the board and friends of the university. No university funds will be used for this purpose.

## Land-Grant Colleges Seek Direct Federal Aid for Academic Buildings

WASHINGTON, D.C. — At the conclusion of the annual meeting of the American Association of Land-Grant Colleges and State Universities, action was taken by the delegates approving a resolution proposing a program of direct federal aid to public colleges for construction of academic buildings. In adopting this resolution, however, the delegates rejected a proposal that private institutions be included so that all colleges could be united in seeking legislation from Congress. There was a three-day debate on this and other issues.

More than a thousand delegates attended the general sessions of the annual meeting and heard Victor Reuther, manager of the Washington office of the United Automobile Workers, declare in a speech that the United States' failure to provide for school needs is "a moral, not an educational, crisis." Mr. Reuther spoke in place of his brother, Walter M. Reuther, president of the U.A.W., who was not able to attend because of a strike in the Chrysler Corporation's Detroit plants.

Victor Reuther proposed that land-grant colleges help push a "vigorous demand for legislation to earmark 1½ to 2 per cent of our gross national product over a five-year period to wipe out our deficit in education."

In another address before the convention, Dr. Robert D. Calkins, president of Brookings Institution, criticized educators for not providing more adequate leadership. He pointed out that as an economic enterprise higher education is a shocking thing. Colleges do not know their own cost figures, he



added; prices don't cover costs, and the client is not informed of the cost of the subsidy.

Dr. Calkins also pointed out that the rising costs of a college education are pricing it out of the range of middle income families and making long-term credit plans necessary. He added that the nation's economy could clearly afford to increase drastically its support of higher education. He warned, however, that not all leadership for public support of education should come out of the White House.

Dr. Margaret Mead, associate curator of ethnology of the Museum of Natural History, criticized the present educational system which assumes that education must be a continuous noninterrupted process. She urged that opportunity be given to those who have had their education interrupted and that better planning be made for those resuming their education.

### **Penn State's Annual Budget \$35 Million**

UNIVERSITY PARK, PA. — President Eric A. Walker said recently that the Pennsylvania State University's annual budget now approximates \$35 million, of which only 37.3 per cent is provided by the commonwealth of Pennsylvania.

He added that 19.6 per cent comes from the federal government, 14.5 per cent from auxiliary enterprises, 16.4 per cent from student fees, 7.6 per cent from earnings of education departments, and 4.6 per cent from private gifts, grants and contracts.

### **Says Conformists Are Losing Ground Among College Men**

NEW YORK. — "'Joe College' is no more. His place has been taken by a much abler and highly individualistic seeker after independence rather than conformity," said Edward D. Eddy Jr. He was reporting on the first of two major inquiries into changes in college students and the implications for institutions, conducted by the Commission on the College Student, a permanent unit of the American Council on Education.

Not only will college students continue to change, exclaimed Dr. Eddy, vice president and provost of the University of New Hampshire and a member of the commission, but they and the coming enrollment bulge will make

more and more compelling "a pretty harsh re-examination of the colleges' traditions and conclusions of many years."

The inquiry also pointed out that today's college student is often hobbled by obsolete programs. Some suggestions to change this situation included ending the practice of awarding degrees on a basis of a certain number of credits and honor points, and encouraging freshmen to do independent work, instead of rigidly restricting them to "syllabi and required reading lists."

### **Temple University Plans Expansion**

PHILADELPHIA. — Favorable action by Albert M. Cole, administrator of the Housing and Home Finance Agency, will assure the development of Temple University's third and largest project to give the institution a campus for the first time.

In addition to making possible the creation of a campus, the project will give Temple a new business school, student union buildings, and parking, office and classroom space.

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National Federation Consulting Service, 44 Washington Street, Wellesley Hills 81, Mass. Irwin K. French, executive director.

### Association of College and University Housing Officers

President: J. Arthur Pringle, University of Washington; secretary-treasurer: Leonard A. Schaadt, University of Michigan.

### National Association of College Stores

President: Helen Amberg, Campus Store, Colgate University, Hamilton, N.Y.; general manager: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

### Association of College Unions

President: J. Wayne Stark, A. & M. College of Texas; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

Convention: April 8-11, Deauville Hotel, Miami Beach, Fla.

### National Association of Educational Buyers

President: George W. Warren Jr., Baltimore Department of Education, Baltimore; executive secretary: Bert C. Ahrens, 1461 Franklin Ave., Garden City, N.Y.

Convention: May 11-13, Fontainebleau Hotel, Miami Beach.

### National Association of Physical Plant Administrators of Universities and Colleges

President: M. F. Fifield, University of New Mexico; secretary-treasurer: J. D. McFarland, University of Arkansas.

Convention: May 10-13, Kansas State College, Manhattan.

### American College Public Relations Association

President: Howard S. Curtis, Brown University; executive director: W. Noel Johnston, 1785 Massachusetts Ave., Washington, D.C.

Convention: July 12-15, French Lick, Ind.

### College and University Personnel Association

President: Paul A. Hartley, University of Miami, Coral Gables, Fla.; executive secretary: Donald E. Dickason, University of Illinois, Permanent headquarters, 809 S. Wright St., Champaign, Ill.

Convention: June 28-July 1, University of Virginia, Charlottesville.

### American Alumni Council

President: Donald E. Smith, University of Rochester; executive director: Ernest T. Stewart, 1785 Massachusetts Ave., N.W., Washington 6, D.C.

Convention: June 28-July 2, Grand Hotel, Mackinac Island, Mich.

### Associations of College and University Business Officers

#### American Association

President: William M. Jones, North Carolina College; secretary: S. V. Jeter, Clark College, Atlanta, Ga.

Convention: April 23-25, Tuskegee Institute, Tuskegee Institute, Ala.

#### Central Association

President: Robert W. Hoefer, University of Cincinnati; secretary-treasurer: Ralph Olmsted, Evansville College, Evansville, Ind.

Convention: May 16-18, Purdue University, Lafayette, Ind.

#### Eastern Association

President: Edward K. Cratsley, Swarthmore College; secretary-treasurer: Kurt M. Hertzfeld, University of Rochester.

#### Southern Association

President: G. C. Henricksen, Duke University; secretary: C. O. Emmerich, Emory University.

Convention: April 19-21, Brown Hotel, Louisville, Ky.

#### Western Association

President: Duncan I. McFadden, Stanford University; secretary: Robert B. Gilmore, California Institute of Technology.

Convention: May 3-6, Disneyland Hotel, Anaheim, Calif.

### Canadian Association of University Business Officers

President: W. J. Condo, controller, University of Manitoba; secretary-treasurer: D. S. Claringbold, treasurer, Hart House, University of Toronto.

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#### NAMES IN THE NEWS



**Chester M. Alter**

the organization's annual meeting held recently in Omaha, Neb. He will serve a one-year term. Dr Alter succeeds **Philip Davidson**, president of the University of Louisville. Continuing in office are **Jay F. W. Pearson**, president of the University of Miami, as vice president, and **Norman P. Auburn**, president of the University of Akron, as secretary-treasurer.

**R. Dudley Boyce**, coordinator of the School Planning Laboratory at Stanford University School of Education, Stanford, Calif., has been named director of placement for the university.

**Rev. Roland L. Schwandt**, pastor of First Lutheran Church, Manitowoc, Wis., has been appointed vice president for development at Augustana College, Sioux Falls, S. D. The Rev. Mr. Schwandt's appointment becomes effective April 1. He succeeds the late **Olin Lokken**.

**Robert B. Gilmore**, assistant controller of California Institute of Technology, Pasadena, is now controller. Mr. Gilmore became associated with



**Robert B. Gilmore**

Caltech 10 years ago as manager of the accounting offices, and will continue to direct accounting operations and the preparation of budgets. Before going to Caltech, he was associated with Haskins & Sells, accounting firm, for 11 years in their Los Angeles and San Francisco offices.

**Mildred A. Baker**, for 10 years director of food service at Pennsylvania State University, has been named staff consultant of school food service for the Slater Food Service Management organization. Miss Baker directed food services at the University of Arizona, YWCA's in Cleveland and Pittsburgh, Memorial Hospital, Monmouth, N. J., and Dakota Wesleyan University, Mitchell, S. D.

**Irwin Russel Schaak**, assistant business manager of Lebanon Valley Col-



lege, Annville, Pa., since January 1957, and acting business manager since the death of I. B. Moyer, has recently been appointed business manager.

**Dean Hewes Kelsey**, member of the administrative staff of Trinity College, Hartford, Conn., has been named assistant controller to succeed the late **Ernest W. Evenson**. Before going to Trinity, Mr. Kelsey was controller of Miss Hall's School at Pittsfield, Mass.



**T. C. Mendenhall**

**Thomas C. Mendenhall**, associate professor of history at Yale University, has been appointed the president of Smith College, Northampton, Mass. He will assume his new duties on July 1. Dr. Mendenhall succeeds **Benjamin F. Wright**, who last April resigned, effective next June 30, to accept a research fellowship from the Center for Advanced Study in the Behavioral Sciences at Stanford, Calif.

**Joseph Kiebala Jr.**, assistant business manager of the University of Rochester, Rochester, N. Y., for the last two years, has been promoted to business manager to succeed **Kurt M. Hertzfeld**, who will leave this month to become vice president for administrative affairs at Boston University. Mr. Kiebala's appointment is effective February 1.



**Joseph Kiebala**

**Carl T. Carey Jr.**, payroll supervisor of the Lincoln Laboratory project of Massachusetts Institute of Technology, has been named assistant bursar at M.I.T., according to **W. A. Hokanson**, bursar.

**L. Clay Stabler**, treasurer of Troy State College, Troy, Ala., since 1956, has been appointed business manager. Mr. Stabler served for two years as treasurer of Norman Park College in Georgia. He will retain the office of treasurer along with his new position of business manager.

**C. D. Russell**, secretary of Western Reserve University, Cleveland, since 1948, will retire effective January 15. In announcing the retirement, **President John S. Millis** announced the appointment of **Carolyn Neff**, administrative assistant to the president,

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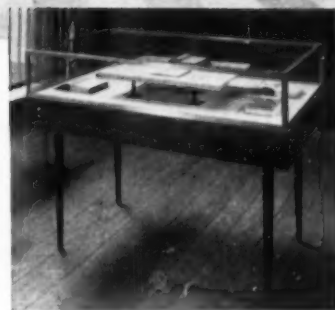
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to succeed Mr. Russell. Announcement also was made of the appointment of Donald V. Stophlet, director of development programs at the University of Pittsburgh, as assistant to the president and director of development, and the appointment of Hugh A. Ross, associate professor of law, as office counsel of the university. The appointments become effective January 15, except for Mr. Stophlet's. He has been on the new job since November 17.

Dr. Carey H. Bostian, chancellor of North Carolina State College, Raleigh, since 1954, will step down as chancellor next July and return to teaching in the department of genetics. He has been with the college since 1930.



Frederick J. Kohl

Frederick J. Kolb Sr., controller of Rochester Institute of Technology for more than 30 years, died recently of a heart ailment.

Frank P. Benz Jr., who joined the R.I.T. staff in 1955 as auditor, has succeeded Mr. Kolb.

Rev. Dr. Ernst H. von Hahmann, 85, a founder of Hartwick College, On-

onta, N.Y., who retired in 1950 after observing 50 years in the ministry, died recently.

Dr. Hugh A. Kelsey, president emeritus of Sterling College, Sterling, Kan., died recently at the age of 86.

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**Bookstore Manager**—47 years old; married; BS in BA, 8 years as educational consultant in auxiliary enterprises; NACS Workshop grad. Write to Box CW 436, COLLEGE AND UNIVERSITY BUSINESS.

**Business Manager**—Ten years' experience in new building construction, physical plant maintenance and operation, purchasing, budget control, personnel training, administrative duties; excellent references. Write to Box CW 444, COLLEGE AND UNIVERSITY BUSINESS.

**Business Manager, Treasurer, Controller**—Ten years' experience with large educational organization as business manager, assistant treasurer, chief accountant, chief administrative officer of 120-man division including buildings and grounds, purchasing, office services; Harvard M.B.A.; age 42, married. Write to Box CW 442, COLLEGE AND UNIVERSITY BUSINESS.

**College Administrative Position**—B. S. Degree—Economics, Lafayette College; additional courses, University Pennsylvania, New York University, Rutgers University; four years in Navy; eighteen years of varied business experience accounting, industrial engi-

neering, real estate, insurance, mutual funds, law directories and pharmaceutical sales. Write to Box CW 434, COLLEGE AND UNIVERSITY BUSINESS.

**Executive Housekeeper**—Pennsylvania residence executive housekeeper, 36, desires position — present time or near future — in women's residence; good background, credentials; will travel. Write to Box CW 445, COLLEGE AND UNIVERSITY BUSINESS.

**Superintendent, Architect-Engineer**—Twenty years with large Eastern university; long experience with commercial firms in building construction, alterations, maintenance; wishes position with southeastern institution; best references. W. C. WIRTH, 24 Southwind Drive, Belleair Heights, Largo, Florida.

**Superintendent of Buildings and Grounds**—Age 41; college training, fifteen years' experience, nine years Director of maintenance, service and construction program of medical school and seventeen hundred bed hospital; available ninety days. Write to Box CW 443, COLLEGE AND UNIVERSITY BUSINESS.

### POSITIONS OPEN

**College Food Service Directors**—Rapidly growing college food service contract feeding company is seeking high caliber young graduates, 24 - 39, to assume management of college or university food service operations; character and personality more important than experience, but must have a feeling for quality; highest income in the field, growth opportunities unlimited; relocate. Resumé to Box CO 277, COLLEGE AND UNIVERSITY BUSINESS.

**Dietitian**—Position now open, women's college of 500; single dining hall; base salary \$5,000; meals and residence furnished; liberal retirement and health plans; one-month vacation plus holidays. Apply to A. D. Stout, Business Manager, WILSON COLLEGE, Chambersburg, Pa.

**Food Service Directors**—Excellent opportunities are available for young men and women with food service experience; a leading food service caterer needs managers immediately for: colleges and schools; salary open; relocate. Send resumé to Box CO 285, COLLEGE AND UNIVERSITY BUSINESS.

**Miscellaneous, Food Service—Assistant Head of Food Service**—Staff of 110, feeding 3500 students and 500 staff daily at 3 locations on campus; institutional training with college feeding experience preferred; salary open. **Manager**—Requires one qualified to supervise individual unit offering 3 meals per day in dormitory or campus cafeteria; salary open; both positions carry usual fringe benefits, vacation and 5 day week. Write to Box CO 282, COLLEGE AND UNIVERSITY BUSINESS.

The rates for classified advertisements are: 20 cents a word; minimum charge, \$4. (No charge for "key" number.)

Forms close 5th of month preceding date of issue.

**COLLEGE AND UNIVERSITY BUSINESS**

919 N. Michigan Avenue, Chicago 11, Ill.

## AJUSTRITE CHAIRS

**SPLIT SECOND ADJUSTMENT...to any Height Desired**

**AJUSTRITE Typing Chairs Provide for Proper Posture in the Classroom — Adjustment is Quick, Easy, Clean—NO SOILED HANDS**

Ajustrite Chairs provide tension-free seating at just the right height for any size student. Adjustment is quiet, quick and easy. No wheels to turn, no bolts, screws or nuts to loosen and adjust. Student just lifts the seat to desired height. Seat holds securely at point where uplift stops.

**ADJUST THE CHAIR, NOT THE TABLE and save on the original cost.**

★ Model TSC-1520 has saddle shaped hardwood seat. Seat adjusts from 16 to 31 inches. Form fitting backrest (metal or plywood) has vertical and horizontal adjustment of 5 inches.

**32 MODELS IN THE AJUSTRITE LINE**

**10 YEAR GUARANTEE**

**FREE TRIAL**

Samples furnished for a 30-day trial without obligation.

**AJUSTO EQUIPMENT CO.**

515 Conneaut St.

Bowling Green, Ohio



TSC-1520 Adjustrite Chair® and Model 2228 Adjustrite Table



Model CPC-1520

Form fitting plywood seat adjusts from 15 to 20 inches. Plywood backrest adjusts 5 inches.

# WHAT'S NEW

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card on page 77. Circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

## Increased Hot Air Flow Speeds Hand Drying



A new electric motor inducing a 20 per cent increase in hot air flow is incorporated into the new World automatic hand dryer. The motor was developed by General Electric in cooperation with World Dryer Corporation after more than a year of research and testing. Hand drying time is reduced as the streamlined motor design allows air to move directly and smoothly to the high speed fan. The dryer is actuated by push button and shuts off automatically after 30 seconds. Sturdily constructed to protect against vandalism, the dryer has acid resistant porcelain enamel finish. **World Dryer Corp., 616 W. Adams St., Chicago 6.** For more details circle #822 on mailing card

## Movable Audio Console Serves Many Purposes

Designed for multi-purpose duty, the new movable Audio Console serves as a public address system, record player, audio visual aid and listening center. It is designed for superior sound reproduction in classrooms, cafeterias, libraries, gymnasiums and auditoriums for such diverse activities as music appreciation, language and typing classes, band instrument training and dances. The Console contains a Caliphone transcription player, twin eight-inch



extended range concert speakers, hand microphone, tape recorder storage space, Stroboscopic four-speed speed selector and twin head sets housed in a Brunswick mobile cabinet. **The Brunswick-Balke-Colender Co., 623 S. Wabash Ave., Chicago 5.** For more details circle #823 on mailing card

## Two Dishwashing Compounds for Efficient Heavy Duty Use

Two entirely new commercial dishwashing compounds introduced by Economics Laboratory are Score and Event. Both are formulated to have high detergency from a chemical standpoint and also to provide a foam and wash pressure control that will permit the dishwashing machine to operate at maximum efficiency all through the cycle, regardless of soil conditions. Event is a highly alkaline compound particularly suited for heavy duty dishwashing operations while Score is designed for operations where metal protection properties are required, as with aluminum pans or trays.

Studies made by the company indicate that the wash pressure in many dishwashing machines drops during continuous operation, largely due to soil build-up in the wash water. This and other findings resulted in the development of Score and Event to solve these problems. The result of several years of laboratory and field research, Score and Event are designed to produce better dishwashing results through a combination of new chemical compound and maximum efficiency from the dishwashing machine. **Economics Laboratory, Inc., 250 Park Ave., New York 17.** For more details circle #824 on mailing card

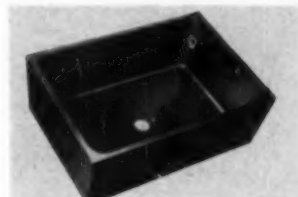
## Nibroce Paper Towels Have Improved Absorption

A new method of embossing is used on the Improved Nibroce Paper Towels to give them greater absorbency and softness. They are free from lint and strong even when wet. A special bleaching process is used for the white towels and the improved towels are also available in natural. All towels in the line have improved absorbency and strength and they are now offered with the C-fold as well as single and double multifold. **Brown Company, 150 Causeway St., Boston 14, Mass.** For more details circle #825 on mailing card

## Cast Durcon Lab Sinks Are Corrosion Resistant

Improvements in epoxy resins have produced Durcon, a corrosion resistant material with excellent mechanical properties. Durcon Laboratory Sinks are produced in permanent aluminum molds ensuring dimensional stability, with coved corners and bottoms dished to the outlet to prevent accumulation of contaminants or liquids in the sink. Durcon sinks have excellent resistance not only to corrosion but also to abrasion and heat. They are light in weight, reducing shipping and installation costs, withstand high mechanical and thermal shock and are impermeable to liquids. The

new sinks are jet black in color, blending with all types of laboratory furniture, and are available in twelve standard sizes. Special



cial sizes can be fabricated on order. **The Durcon Company, Inc., Box 1019, Dayton 1, Ohio.**

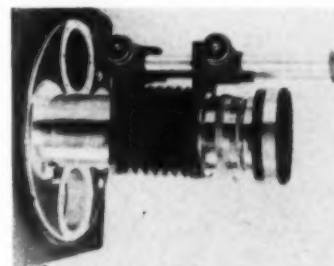
For more details circle #826 on mailing card

## Educational Film-Making Facilitated With Close-Up Unit

Colleges and universities making educational films or employing macrophotography in research, instructional and scientific motion pictures will be interested in the new Mitchell Varifocal Close-up especially designed for close-up scenes. It contains its own lens and gives superior image quality. The deep draw extension bellows of the Varifocal Unit permits an infinite focus and affords a wide range of photography, eliminating set-up time required with the use of flexible extension tubes.

The new lens is firmly supported by the turret, eliminating lens vibration. A standard mount permits its use in the NC and Standard Mitchell cameras and with adapters it can be used with the 16mm and BNC Mitchells.

Another development introduced by Mitchell is the Robot Focus Control which makes possible follow-focus scenes for focusing convenience and savings in camera set-up time. The Robot Focus Control can be used in extremely confining sets or where the camera is mounted on a crane not equipped to hold a camera assistant.



The Robot comes complete in a fitted case for easy installation. **Mitchell Camera Corp., 666 W. Harvard St., Glendale 4, Calif.**

For more details circle #827 on mailing card  
(Continued on page 66)



### Fully Screened Window Can Be Cleaned From Inside

The new Fleet Monumen-tilt is a double-hung window of heavy aluminum construction which can be cleaned from inside



the building. The window may have half or full screens, yet can be cleaned from floor level because of the tilt-in feature of the glass frames. The hinged design also permits hopper ventilation. Both the hinged glass-sash and the vertical sliding sash which carries it are double weather-stripped for easy, quiet operation and maximum protection from wind, rain and dirt. Any type of glass may be used up to 1/2-inch insulating glass. Maximum window sizes are 4 feet 6 inches wide and 8 feet high.

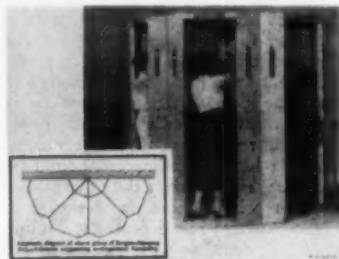
The design of the Monumen-tilt provides continuous heads and sills for horizontal banks of windows directly connected with splines or mullioned around load bearing columns. The Monumen-tilt

can be used for new buildings or window replacements in both conventional and curtain wall construction. **Fleet of America, Inc., Dept. CUB-1055, 2015 Walden Ave., Buffalo 25, N. Y.**

For more details circle #828 on mailing card

### Doorless Phone Booths Take Minimum Space

Wedge-shaped booths which can be installed in a compact half circle, utilize minimum space in providing maximum telephone service. The Model 45L Burgess-Manning Doorless Acousti-Booth for telephone service has walls of sound absorbent



materials designed to absorb extraneous noise and provide quiet areas for telephone use without the necessity for doors. The open booths make floor cleaning easier, eliminate the stale air and odor problem, and there is no glass to break. Half-circle installations can be used where space is limited. **Burgess-Manning Co., Architectural Products Div., 5970 Northwest Highway, Chicago 31.**

For more details circle #829 on mailing card

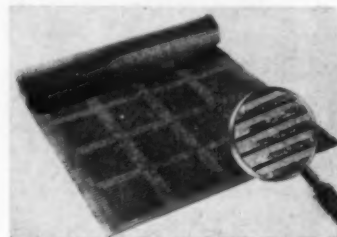
### "Dim-Out" Draperies for Light Control

A new type of drapery for control of sunshine and for use in visual education is introduced in "Dim-Out" Draperies. The dual-purpose drapery eliminates outside glare from either sun or snow, and softens incoming light sufficiently for audio-visual work. "Dim-Out" Draperies are available in prints and solid designs in multiple colors. **Plastic Products, Inc., 1822 E. Franklin St., Richmond, Ind.**

For more details circle #830 on mailing card

### Shadow-Tone Runner Matting Is Grease-Proof and Attractive

Shadow-Tone is the name given to a nylon reinforced runner matting which is grease-proof and tough. The cross-ribbed construction gives strength and the two-tone appearance makes the runner attractive. The runner is 36 inches wide, 5/32-inch thick, available in ebony black, in lengths up to 60 feet, at an economical



price. **American Mat Corp., 1736 Adams St., Toledo 2, Ohio.**

For more details circle #831 on mailing card



### WALL-SAVING EASY CHAIR No. 680

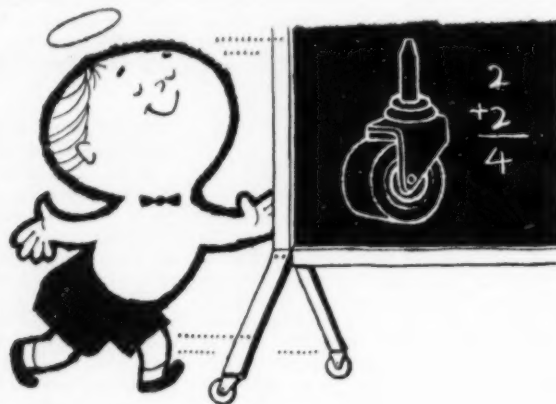
Matching sectional and stationary davenports available. Also wide assortment of chairs and occasional tables.

See your dealer or write us for our distributor's name.

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CHAIR COMPANY**  
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SHEBOYGAN, WISCONSIN

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### School furniture mover

Modern schools don't stand still. Displays go on tour. Pianos move from room to room. All kinds of equipment is used more effectively when it's easy to move.

That's a job for Bassick casters... making things easy to move. Bassick soft tread or "non-marking" composition wheels protect floors... even the newer floor coverings. Bassick quality construction assures easy swiveling, smooth rolling, long life and low maintenance. Ask your Bassick distributor about casters with wheel brakes to hold equipment steady between trips. **THE BASSICK COMPANY, Bridgeport 5, Conn. In Canada: Belleville, Ont. 97**

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AMERICAN  
SCHOOL AND  
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or write for copy





## Floor Maintenance Machines Have Streamlined Housing

Streamlined housing in a new design is featured in the new line of Multi-Clean



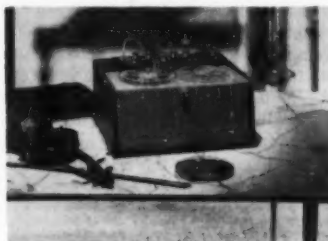
floor machines. Major innovations in the line include dual fingertip controls for either hand, large wheels for easy handling, even on stairs, a recessed hand grip to aid in lifting the machine, and new bumpers around top and bottom. Electrical starting switch and twin capacitors are designed to bring the motor to full operating speed without delay. Available in four brush spreads, the new machine can be transformed for scrubbing with the addition of a solution tank. Multi-Clean Products, Inc., Ford Pkwy., St. Paul 16, Minn.

For more details circle #832 on mailing card

## Ekotape Tape Recorder Has Two Recording Heads

The new Ekotape tape recorder with two recording heads for special audio-visual application makes it possible to re-

cord educational messages through the A-V Control Center and be assured of perfect sound-slide synchronization with any automatic slide projector. Slides can be changed automatically as a result of an electrical impulse passed from the Ekotape 310 to an attachment on the slide projector. As the recording is made, the operator presses a button on the A-V Control Center which provides the impulse to the projector which changes the slide. With the Ekotape 310, scripts accompanying films,



or special scripts can be transcribed on tape and through the A-V Control Center they can be timed for slide changes. Webster Electric Co., Racine, Wis.

For more details circle #833 on mailing card

## Smoother Mirror Repels Dust

Duracone is the name given to the new Donnelly mirror development that produces mirrors smoother than glass which repel dust and scratches. Tests conducted over a period of six months showed the Duracone half of a mirror to be dust-free and scratch tests left it practically flawless.

Reduced maintenance in washrooms, residence halls and other areas is an advantage of Duracone Mirrors. Donnelly-Kelley Glass Co., Holland, Mich.

For more details circle #834 on mailing card

## Continuous-Board Gymstands in Motorized Model

Seat, riser and footboards are of continuous lengths of wood in the new Wayne continuous-board motorized rolling gymstands. They are designed for installation on the entire length of a gymnasium, eliminating the need for individual rolling sections. The continuous-board models give greater seating capacity, increased strength and completely automatic operation in opening and folding.

When closed, the continuous gymstand gives an unbroken wood pattern along the wall similar to paneling. Splinter-resistant



Philippine mahogany or Douglas fir are used in the gymstands which are operated by a fully-automatic motorized system, regardless of length. The automatic opening and closing is key-controlled so that unauthorized persons cannot operate the unit. Wayne Iron Works, 147 N. Pembroke Ave., Wayne, Pa.

For more details circle #835 on mailing card

(Continued on page 68)



**WALRUS MANUFACTURING COMPANY • (Since 1901) • DECATUR, ILLINOIS**  
Manufacturers of LABORATORY, VOCATIONAL FURNITURE, HOSPITAL CASEWORK (Both Wood and Metal)

### Amerflex Polyethylene Seat in Model 520 Classroom Unit

Processed from Marlex high-density polyethylene, Amerflex is a virtually inde-



structible material, which is used for the seat of the American Model 520 Class-

mate-style classroom seating unit. The new unit combines durability, comfort and good design with resistance to damage. The non-marring Amerflex will not splinter, dent, crack or flake. It provides sufficient flexibility with comfortable support to mold to body form, and the textured surface prevents slipping and sliding. The seats are designed to encourage correct posture.

The Model 520 Amerflex chair has rounded edges, a spacious book rack under the seat and comfortable leg room. It is available in coral and parchment, colors developed by Faber Birren, color consultant, to ensure a balanced lighting effect and elimination of glare while being psychologically correct. The high-density plastic material is colored all the way through, eliminating the need for refinish-

ing. It is easy to clean and resists staining. American Seating Co., Grand Rapids, Mich.

For more details circle #836 on mailing card

### Microfilm Flow Camera Has Low Reduction Ratio

The low reduction ratio of 16 to one on the new Documat "F16" 16mm microfilm flow camera produces images of suitable quality for continuous enlargement. A special device in the new model also returns the original documents to the operator at a convenient table-top height in their origi-



inal order. Documat, Inc., 385 Concord Ave., Belmont 78, Mass.

For more details circle #837 on mailing card

## At a Large Midwestern University...



Architect: Howard Dwight Smith • Associate Architects: Potter, Tyler, Martin & Ross

## 13 buildings equipped with **SPENCER** vacuum cleaning systems

Foresighted officials here... as elsewhere... know that ease of maintenance begins on the drawing board.

**PLANNING IN** a Spencer system... consisting of a centrally located vacuum producer and dirt separator, plus piping to conveniently located inlets throughout the building... means:

**FASTER CLEANING**—No time-consuming transporting of bulky equipment. Operator simply flips a switch, cleans mop thoroughly and quickly without touching dirt and goes on with his work.

**BETTER CLEANING**—All dirt, dust and germs are carried away through an enclosed system... cannot recirculate into the air.

**LOWER MAINTENANCE COSTS**—More floor area cleaned per man hour means smaller maintenance staff required.



Catalog 140—Describes Spencer Central Vacuum Cleaning Systems.

Bulletin 133C—Describes new Spencer Vacuolot System.



Also Available: 20 minute color movie showing Vacuolot systems in use.

ALSO MANUFACTURERS OF:



PORTABLE VACUUM CLEANERS



**The SPENCER**  
TURBINE COMPANY  
HARTFORD 6, CONNECTICUT

### Electric Cooking Equipment Offered in Garland Line

Institutional cooking equipment with electric heating is now introduced in the Garland line. Included are all-purpose ovens, fryers, attachments and broilers in addition to standard electric ranges. The unit illustrated shows the new electric cooking tops which are available in 36 by 24-inch dimensions in a choice of either two 18-inch or three 12-inch wide sections. The top plates are of highly polished cast iron with heavily reinforced edges. The bottoms of the plates are ribbed for extra strength. Both the 18-inch and the 12-inch top plates have two separate heating units, one in the front and one in the rear half. The plates are locked together and have an expansion strip between them.

Heating units are of the open coil type, supported on the bottom of the plate by high temperature porcelain insulators



fitted in grooves which are cast in the bottom of the plate. Model 10-10R shown has two 18-inch top plates, each operated by two three-heat heavy duty reversible switches, with oven. The units have stainless steel front and backguard, with gray baked enamel sides and back. Garland, Div. of Welbilt Corp., Maspeth 78, N.Y.

For more details circle #838 on mailing card

### Giant View TV Projector For Closed Circuit Educational Use

Designed for use with closed circuit television systems, the GiantView television projector is economical for use in groups of 100 to 3000. It projects a minimum of 450 scanning lines in true focus the full width of a motion picture type flat screen up to 12 by 15 feet in size. It can be op-



erated with subdued room light and for regular station telecasts as well as closed circuit. Two built-in 10-inch speakers give even sound diffusion and jacks are provided for use with public address systems in larger areas. The projector operates off standard 110 volt outlets.

The compact projector is built around a fixed optics system which is shock-mounted within the 23 by 21-inch steel cabinet, 61 inches high. Both projector and receiver are completely enclosed within the all-steel locking cabinet when not in use. The GiantView is wheel-mounted for ready mobility. Meilink Steel Safe Co., Tela Electronics Div., 901 Livernois, Ferndale 20, Mich.

For more details circle #839 on mailing card

### Dixie Mira-Glaze Gives Cups Polyethylene Lining

Mira-Glaze is the name given to the new Dixie hot drink cup with polyethylene lining. The new cup is constructed from paper which is coated on the roll, giving it added strength and resistance. Mira-Glaze cups are initially available in six and eight-ounce sizes, with or without handles, in a brown and white design called Sparkle. No glue is used in forming Mira-Glaze cups as the



polyethylene itself serves as a seal for the seam and bottom. The cup is single-wrap construction and is absolutely tasteless and odorless with no sidewall penetration or staining, according to the report. It nests closely for minimum storage space. Dixie Cup Div., American Can Co., Easton, Pa.

For more details circle #840 on mailing card

### Steellab Fume Hoods Have Automatic Safety Sash

Automatic 3-Way Safety Sash Controls ensure safety with time-saving efficiency on Steellab Fume Hoods. The safety sash opens or closes without touching the hands. A simple step-on, step-off "Tred-O-Matic" activation mechanism makes it possible for the laboratory worker to approach the fume hood and have it open, even when he has materials in both hands. As he walks away, it closes automatically.

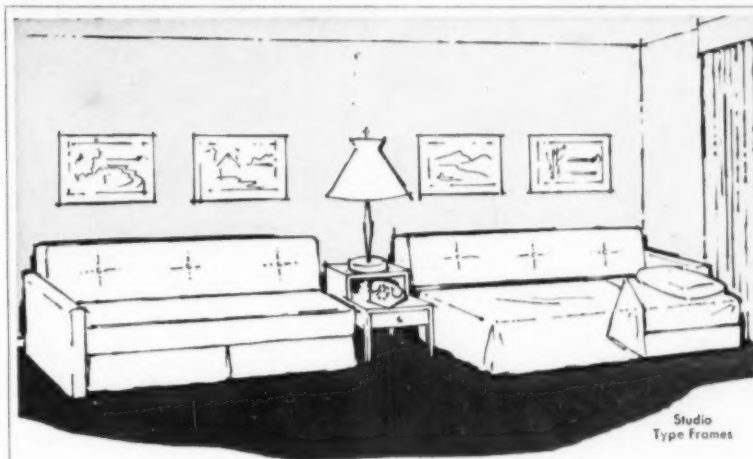
A "Lek-Tro-Matic" Pushbutton Control on the right molding panel of the fume hood provides a manual-electric control for the regulation of the size of the sash opening. The stop button on the panel halts the sash instantly at any desired point in its automatic movement up or down. A Man-

ual Control is also provided for moving the sash in either direction in the event of



emergency or power failure. Laboratory Furniture Co., Inc., Old Country Rd., Mineola, L.I., N.Y.

For more details circle #841 on mailing card  
(Continued on page 70)



For eye-appeal, for long-term economy...

## Bed Frames by SENG

You can give high style to student and faculty quarters, yet retain low maintenance and long life by using Seng Bed Frames.

They're perfectly adapted to a wide range of applications... take extra length bedding... move easily on

large casters or non-marking Nylon glides... are ruggedly built for hardest service. Standard single and twin beds in addition to styles shown.

Your contract supplier has Seng Bed Frames, or write us for institutional literature.



Corner Cabinet Style

Schools now using Bed Frames by Seng include:

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**THE SENG COMPANY**  
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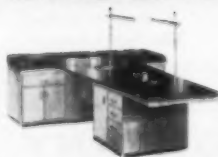
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**Engineering** This is the Hamilton engineering department, largest by far in the laboratory equipment industry. Here, every day, complex school, college and industrial laboratory installation problems are turned into practical, working blueprints. Greater cost efficiencies—made possible by modular construction and imaginative use of new materials—are achieved here for our customers. Engineering skill is just one of the *extra values* you receive by specifying Hamilton. *You get more out of Hamilton laboratory equipment because we put more into it!*

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SCIENTIFIC EQUIPMENT

 HAMILTON MANUFACTURING COMPANY • TWO RIVERS, WISCONSIN

## Economy-Priced Steel Chair Stacks for Storage

Light weight, economical price and ease of stacking are features of the new Royal No. 630 stacking chair. The heavy-gauge all-steel tubular construction gives strength



and rigidity in use, and the light weight and ease of handling permit stacking the chairs ten high. The chairs provide comfortable seating. **Royal Metal Mfg. Co., One Park Ave., New York 16.**

For more details circle #842 on mailing card

## Provide Diffused Warm Air

A compact, fan-type heater designed for use in schools, auditoriums, offices and similar areas, is available in the new Lennox Gas Unit Heaters. Output capacities range from 64,000 to 200,000 BTUH and special construction features include both vertical and horizontal louvers to diffuse warm air over a wide area without extreme heat or cold. Controls on the new unit include automatic pilot with 100 per cent safety shut-off, automatic gas valve, adjustable gas pressure regulator and manual main gas and pilot valves. The modern cabinet of cold-rolled steel has baked enamel finish and the new hangers save installation time. **Lennox Industries Inc., 1701 E. Euclid, Des Moines, Iowa.**

For more details circle #843 on mailing card

## Squeeg-O-Matic Vac-Kart Cleans and Dries Floors

Designed to completely pick up cleaning solutions and dust over a 30-inch swath, the Squeeg-O-Matic Vac-Kart cleans and dries floors as fast as the operator can walk. Any standard wet-dry vacuum cleaner can be quickly attached to the unit to pick up



floor cleaning solutions without leaving squeegee marks. The unit is ruggedly built to handle any tank up to 35-gallon capacity and is mounted on eight-inch rubber-tired wheels for easy maneuverability. **Cassidy Products, Inc., 2285 University Ave., St. Paul 14, Minn.**

For more details circle #844 on mailing card





Holds 72 coats and hats

Wheels as readily as a small service cart. The VeeP rack unfolds into a rigid 6' 6" long unit holding 72 coats and hats. Scientifically counter-balanced so that it can be set up literally in seconds and fold down for storage as easily as an umbrella. Built of square tubular steel with double hat shelves of closed-end aluminum tubes supported by cast aluminum brackets. Plated to assure permanent beauty. Quality in engineering, construction and finish. The most efficient equipment yet developed for dining and meeting rooms, stand-by equipment, etc. . . . for wherever the "load" varies.

Write for Bulletin 16



No. VP200 has rail for garment hangers.

No. VP300 has anchor coat hooks below hat shelf.

Make Only By **VOGEL-PETERSON CO.**  
1127 W. 37th St. Chicago 9, Ill.

## Right At Your Finger Tips A Plastic Binding Kit For Scrapbooks and Albums



(Illustration of two hole kit)



Exciting new do-it-yourself binding kit, simple enough for a child to operate. Just insert the pages and punch, then pick a colorful binding tube from the spin dial base, snap into place and in seconds you have a real professional-looking colorful volume.

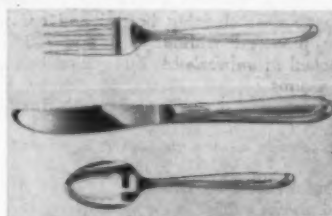
Other models available—  
write for free booklet to department CU-1

**TAUBER PLASTICS INC.**

200 Hudson St. N. Y. 13, N. Y. Call WOrth 6-3880

## Sand Dune Pattern in Oneida Stainless Flatware

The graceful free-form outline and gently curving pattern detail of the new Sand Dune pattern in Oneida stainless steel flatware not only are pleasing to the eye,



but withstand the hardest institutional use with the least amount of care. In addition to modest cost, Sand Dune flatware is a fully graded heavy weight stainless steel pattern with a gleaming mirror finish. Oneida Ltd. Silversmiths, Oneida, N.Y.

For more details circle #845 on mailing card

## Instant Nonfat Dry Milk Now in Institutional Size

An institutional size which will make five gallons of nonfat milk is available in new Pet Instant Nonfat Dry Milk. The new product is the result of intensive development work and is high in protein with less than one per cent fat. The milk crystals of new Pet Instant are popped so that they dissolve the instant they touch water. The product has all of the B vitamins, calcium and phosphorus of fresh milk with a refreshing flavor. The new package is constructed of aluminum foil, polyethylene and paper and carries instructions for mixing one gallon and one quart. Pet Milk Co., Arcade Bldg., St. Louis 1, Mo.

For more details circle #846 on mailing card

## Double-Sided Book Truck Has 18 Feet of Shelving

Eighteen feet of books can be quickly and safely transported in the compact new book truck introduced by Smith System. The compact truck measures only 36 inches long, 18 inches wide and 43 inches high. The three shelves on each side slope inward to keep books in place and make titles easy to read. The ruggedly constructed steel unit is designed for hard usage, and finished in light brown baked enamel. It



is easily moved on the large five-inch ball bearing casters, two fixed and two swivel for maneuverability and easy steering. A tubular steel, nickel plated push bar facilitates handling. Smith System Mfg. Co., 212 Ontario S.E., Minneapolis 14, Minn.

For more details circle #847 on mailing card

(Continued on page 72)



## The Insured TUITION PAYMENT PLAN

This is the prepayment plan that brings the parent low-cost life and disability insurance protection, plus a monthly budget provision that extends to the final month of his educational expenses four or more years hence. Used today in many of the best-known colleges and preparatory schools, it has proven most valuable to administrative officers by providing them with a dignified, parent-approved method which:

- 1 alerts parents to their financial obligation when the student is accepted for admission;
- 2 offers parents a convenient and logical plan for meeting that obligation;
- 3 assures the parent (and thus the college) that he will have adequate funds with which to meet his college obligations in full and on time;
- 4 preserves the traditional relationship between the college and the parent—debt-free and direct.

Individualized descriptive literature for mailing to the parents of incoming students is furnished for each preparatory school, college or university.

### WRITE TODAY FOR DETAILS

We should like to know more about the Insured Tuition Payment Plan as it would apply to the students at:

Name of School  
or College \_\_\_\_\_

Address  
Please contact: \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

**RICHARD C. KNIGHT**

**INSURED TUITION PAYMENT PLAN**

112 WATER STREET

BOSTON 9, MASSACHUSETTS

### All-Steel Folding Chair Combines Comfort With Strength

The traditional Clarin self-leveling X-frame construction is used in the new all-



steel, all-purpose folding chair recently introduced. Double-tube and channel construction give durability and rigidity and the Clarin 4-point suspension system gives extra strength with flat folding for stacking in minimum storage space. The new chair is constructed of 19-gauge carbon steel electrically welded, has non-marking rubber feet and a wide, form-fitting comfortable seat. Clarin Mfg. Co., 4640 W. Harrison St., Chicago 44.

For more details circle #848 on mailing card

### Glide Concentrated Cleaner in Plastic Spray Bottle

Described as an entirely new concept in cleaning, Glide removes all traces of grease, grime and soils without acid or abrasive action. Its deep cleaning action makes it a

versatile product for cleaning floors, walls and equipment in hospitals, schools, colleges and other institutions. The non-inflammable cleaner produces no heat, fumes or odors and is supplied in concentrated form for dilution in water to produce an economical solution. Uni-Squirt dispensers, plastic spot cleaning bottles and sprayers are provided without cost and Glide is packed in unbreakable one gallon tins and in drums of five, 30 and 55 gallons. East Coast Soap Corp., 89 Coffey St., Brooklyn 31, N.Y.

For more details circle #849 on mailing card

### Model III MUA Floodlights Available With Seven Mountings



A choice of seven different mountings can be used with the new low-cost Model III MUA Crouse-Hinds Floodlight. The general purpose floodlight takes any of the Alzak aluminum and porcelain reflectors used on the other MUA models. With its two bracket arms and three bases, the floodlights may be mounted on pipe or on

horizontal or vertical surfaces and lights are available in open and closed types. Combinations of reflectors and mountings can be arranged for any sportlighting or other floodlighting needs. Crouse-Hinds Co., Syracuse 1, N. Y.

For more details circle #850 on mailing card

### Melamine Dinnerware in Fleur-De-Lis Pattern

Regal Decorated is the name given to the line of decorated melamine dinnerware made by Plastics Manufacturing Company. New in the line is the Fleur-De-Lis pattern in dubonnet and cadmium orange on bone white. The simple, attractive design is especially effective for institutional use and the molding technics employed produce dinnerware designed to withstand hard usage. The dinnerware has heavy duty rolled edges, self-draining contour base for fast



drying, and is designed for stacking in minimum space. All plates and bowls are decorated in the Regal Decorated line. Plastics Mfg. Co., 2700 S. Westmoreland Ave., Dallas 33, Texas.

For more details circle #851 on mailing card



**FLEXIBILITY...**

is the key advantage of  
Educators tailor-made Student  
Group Medical Expense Plans  
—as broad in coverage  
as you desire,  
as low in cost  
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more of your students  
to graduate. Write for  
full information,  
no obligation.

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### Over 16 inches of Safe, Comfortable, Foot Room

The Closed Deck, exclusive with Hussey Roll-Out Gym Seats, provides solid footing no matter how excited your spectators become. That's why Closed Decks earn lower public liability insurance rates. Why take a chance when it's less expensive to provide safety and comfort.

Specify

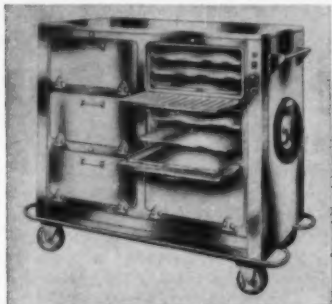


Write for free catalog.

Hussey Mfg. Co., Inc., 5923 R.R. Ave., North Berwick, Maine

### Mobile Thermotainer Carts Handle Many Food Service Needs

Several new Thermotainer food carts are now available from Franklin Products. Il-



lustrated is the Type TJ-6 Thermotainer with six large compartments with stainless steel sliding shelves. It has a capacity of seventy-two 10-inch dinner plates or eighteen 16 by 22-inch trays. Each compartment is equipped with a damper for moisture control and one thermostat controls all compartments.

The type T-1 Thermotainer Mobile Food Cart has one unheated and two heated compartments. The large compartment size permits use of trays, pans and plates. A third mobile cart is the Type TC-6 for moving large quantities of hot food from the kitchen to the serving area. Each of the six large compartments is equipped with two pair of adjustable and removable stainless steel angle slides. All carts are of heavy gauge stainless steel construction with rubber tired casters, push bars and rubber

bumpers. Franklin Products Corp., 400 W. Madison St., Chicago 6.

For more details circle #852 on mailing card

### Microfilm Reader-Printer Makes Enlargements in 10 Seconds

Immediate copies of microfilmed material can now be made with the new Thermo-Fax brand microfilm reader-printer. The microfilm is projected on the viewing screen in the usual manner for reading. When a copy of any material is required, a button is pressed and in less than ten seconds the copy is available. A special white



paper 8½ by 11 inches in size is used for the enlarged copies which are made by a one-step system.

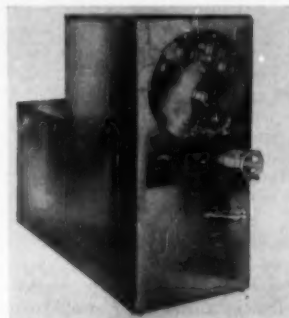
The new reader-printer operates on standard current and can be placed on any desk or table. It measures 17 by 19 inches, 25 inches high, and comes in a two-tone green metal cabinet. Operation consists of turning a selector to move the microfilm frames for reading, and pushing a button to make a copy. Minnesota Mining & Mfg. Co., 900 Bush Ave., St. Paul 6, Minn.

For more details circle #853 on mailing card

### Basic Research Apparatus for Large Quantity Cultures

Biogen is the name given to a new basic research apparatus designed to enable colleges and universities to carry on wider ranges of experimentation with microbial cells. It was developed as a result of the increased demand for a continuous supply of certain substances such as enzymes, proteins and the like for use by researchers to investigate fundamental properties of the microbial cell itself. It is designed to culture large quantities of bacteria, yeasts, molds and other microorganisms.

The instrument consists of a double-walled cylindrical, stainless steel chamber which houses a rotating agitator with aeration fins. Complete controls governing sterilization, agitator speed and other ac-



tions are located on the front of the stainless steel cabinet. American Sterilizer Co., Erie, Pa.

For more details circle #854 on mailing card  
(Continued on page 74)

## Monroe FOLDING PEDESTAL BANQUET TABLES

### SOLD DIRECT

Over 50 years experience and service back. Monroe Folding Tables and other products. Largest factory in the world selling folding tables direct to schools, churches, lodges, clubs, hotels, and other institutions.

### Factory Prices and Discounts

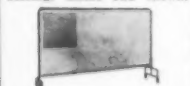
Our catalogs are our only salesmen. Our manufacturing and distribution savings are passed on to the organizations and institutions, like the over 51,000 whom we have served.

**All Steel Folding Chairs**  
Monroe-Approved chairs in attractive range of styles, sizes at direct prices. Excel in comfort, durability and ease of handling.



### Transport Trucks For Tables and Chairs

Any room set up or cleared in a jiffy. One man can do it. For both moving and storing. Model TSS shown.



### Portable Partitions

Partitions in tubular steel frames, on swivel glides or casters. Idle space converted to useful areas. Also chalkboard finished, with cork tack boards as shown.

THE MONROE COMPANY 77 Church St. COLFAX, IOWA



MONROE  
No. 3  
Deluxe  
30x96 in.  
30 in. high

Easily Seats 10  
(5 on each side)

Maximum seating capacity and comfort. Exclusive MONROE folding steel pedestals eliminate knee interference. Folds flat, 12 tables "stack" only 20 inches high. Ideal for multiple dining and recreational activities. This model offered in 8 sizes, in 3 Monroe Top Finishes—Tempered Masonite (as shown), Ormacel Blon-D and Melamine Plastic.

### Monroe Fold Lite Utility Tables

Conventional steel folding legs, 16 sizes from 32" x 32" up to 9' x 10' and 4' x 8', special sizes to order. Masonite and Ormacel Blon-D tops.



### Adjustable Height Folding Tables

Can be adjusted any height 20 to 30 inches. Folding pedestals or legs. No tools required. Will not slip or collapse.



### Monroe Folding Risers and Platforms

Most modern staging choral groups, etc. Ruggedly built sections with steel folding legs. Many standard settings or specials to order.

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Home, purchasing or kitchen committees of churches, schools, clubs, lodges, etc. Write at once for newest Monroe Line Institutional Catalog in color. Complete prices, discounts and terms. Address:

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...learn more about student room design

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... DURABLE ... ECONOMICAL ...

THIS MUCH FOR EVERY STUDENT



Layouts... Estimates... Engineering... Manufacture  
Complete integrated service for America's Campuses

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## Plastic Liner Facilitates Trash Collection



"Jet" polyethylene liners for waste receptacles make the work of emptying trash simple and clean. Either wet or dry trash, or both, can be put into the receptacles without rusting them and trash can be removed without dripping, mess or odor. The liners are disposable with the trash. Superior Metalware Div., John Wood Co., 509 Front Ave., St. Paul 3, Minn.

For more details circle #855 on mailing card

## Office Desks and Tables in Lyons Metal Line

General purpose, quality desks and tables for use in the business office and offices of department heads are now available in the Lyons Metal line. The economically priced desks include a full 60 by 30-inch sized double pedestal desk, a 42 by 30-inch single pedestal desk, and a companion

model 60 by 30-inch conference table. Comfortable seating on all sides of the conference table is assured by the table top which extends over the modern panel-type legs.

The new line features welded construction throughout, heavy duty linoleum tops with beveled stainless steel rims, rounded drawer fronts, interchangeable pedestal drawers which operate smoothly on silent nylon glides, recessed handles and feet which adjust from 29 to 30½ inches in



height. Desks and table are finished in gray baked-on-enamel. **Lyons Metal Products, Inc., Aurora, Ill.**

For more details circle #856 on mailing card

## Liqui-Steel Paint-On Treatment Protects Laboratory Floors

A paint-on product which has high resistance to attack of common acids, alkalis and greases is available in Liqui-Steel. The new development is designed to penetrate the surface and fill the capillaries of wood or concrete floors with a hard, thermo-setting resin. The floor is hardened and dust-proofed at the same time that it is protected from penetration of water, grease,

fats, oils and other materials. Liqui-Steel is therefore ideal for use on the floors of chemistry laboratories and in other areas where acids, oils and other damaging materials may be spilled. Liqui-Steel is brushed, rolled or sprayed on and sets over night. **Preco Chemical Corp., 415 Lexington Ave., New York 17.**

For more details circle #857 on mailing card

## Model 44 Vacuum Has Wet and Dry Pickup

No changes are necessary for wet or dry pickup with the Model 44, one of the units in the General E-Con-O-Vac line of vacuum cleaners. It also serves as a vacuum and as a powerful blower. Model 44 moves easily on swivel casters, has full swivel hose



connection, both intake and exhaust openings in the durable cast aluminum head, recessed carrying handles and a compact tool basket for accessories. **General Floorcraft, Inc., 421 Hudson St., New York 14.**

For more details circle #858 on mailing card

## POWERFUL NEW PLUNGER CLEARS CLOGGED TOILETS in a jiffy!



Clear messy, stuffed toilets  
Cut maintenance costs with

# TOILAFLEX

Toilet ALL ANGLE Plunger

Ordinary plungers don't seat properly. They permit compressed air and water to splash back. Thus you not only have a mess, but you lose the very pressure you need to clear the obstruction.

With "TOILAFLEX", expressly designed for toilets, no air or water can escape. The full pressure plows through the clogging mass and swishes it down. Can't miss!

Get a "TOILAFLEX" for your home too. Positive insurance against stuffed toilet.

**\$265** Fully Guaranteed

Order from your Supplier of Hardware or Janitor Supplies

THE STEVENS-BURT CO., NEW BRUNSWICK, N. J.  
A Division of The Water Master Company

- Double-size cup, double-pressure
- Tapered tail gives air-tight fit
- Designed to flex at any angle
- Centers itself, can't skid around

## LOOKING FOR SOMEONE?

Someone to fill a vacancy in your staff—a Business Manager—Superintendent of Buildings and Grounds—Purchasing Agent—Director of Food Service and Dormitories?

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If so, consider placing a "Classified Advertisement" in the next issue of College and University Business.

It costs but 20c a word (minimum charge of \$4.00) to place your story before the administrative officers of colleges and universities in this country and Canada.

"Classified Advertisements" are working successfully for others—they can do the same for you.

WRITE TO: **Classified Advertisements**

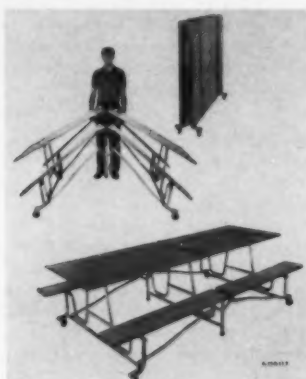
# COLLEGE and UNIVERSITY BUSINESS

919 N. MICHIGAN

CHICAGO 11, ILLINOIS



## Portable Lunchtables in Space-Saving Size



A portable "one-fold" action lunchtable with benches is now available in smaller size for use where space is limited or where smaller group seating is desired. The new units are available in three sizes: six, seven and eight-foot lengths. They operate with the simple "one-fold" action which permits a custodian, teacher or student to set up or fold-a-way the entire table with its attached benches in one simple operation. The release of a special safety catch permits the table to unfold, and lifting of the center section of the table brings the unit quickly to its folded position.

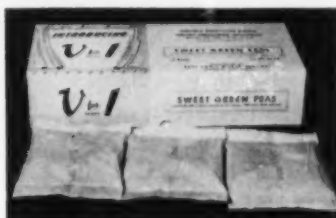
The new smaller sized unit folds compactly for storage in minimum space. It can be used alone or in conjunction with units of larger size, and permits maximum

flexibility in use of multi-purpose rooms. **Haldeman-Homme Mfg. Co., 2580 University Ave., St. Paul 14, Minn.**

For more details circle #859 on mailing card

## Individual or Double Portions in Frozen Vegetable Packs

Frozen vegetables are now available with new processing and packaging. The vegetables are completely cooked in steam, immersed in a solution that seasons and glazes each particle to prevent dessication



during freezing, then packaged in individual or double portions in plastic lined paper bags with a pat of butter included. For preparation the bag is removed from the freezer and dropped in a pot of boiling water for ten minutes. The result is improved flavor, appearance and convenience with portion control and no loss of food values.

Each individual bag contains 2½ ounces of vegetables, fully seasoned. Bags are packed twelve to a carton, twelve cartons in a case. Five vegetables now available are Green Peas, Cut Corn, Baby Lima Beans, Cut Green Beans and Mixed Vegetables with others to come. The new con-

cept in vegetable handling was developed by three companies: Shoreland Freezers, Inc. worked out the packaging, Spencer Chemical Co. developed the heat resistant polyethylene and helped perfect the paper-poly laminate, and marketing is handled by East Coast Marketeers, Inc., P. O. Box 138, Salisbury, Md.

For more details circle #860 on mailing card

## Transistorized Audiometer Is Compact Pocket-Sized Unit

Completely transistorized and self-powered, the new Maico Pocket Audiometer is a compact hearing test instrument only 6½ inches long. It can be carried in purse or pocket, yet is completely self-contained, requiring no electrical outlet. The unit



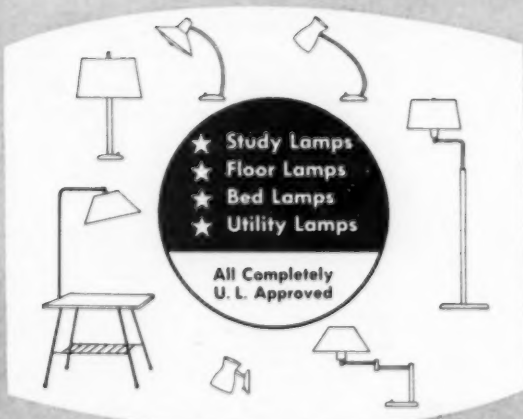
shuts off automatically when placed in its leather carrying case. The new Maico screener has the range and accuracy for reliable hearing screening tests and includes a microphone speech communication circuit. **Maico Electronics, Inc., 21 N. 3rd St., Minneapolis 1, Minn.**

For more details circle #861 on mailing card

(Continued on page 76)

## Lamps\* The UNIVERSITY LINE...

DESIGNED AND BUILT SPECIFICALLY  
FOR COLLEGE RESIDENCE HALLS



\*Both Portable and as Fixtures

**Excel**

MFG. CORP., MUNCIE, IND.

WRITE FOR NEW  
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## MONTHLY PAYMENT PLAN CUSHIONS RISING COSTS OF TUITION FOR PARENTS

Perhaps you plan to raise or already have raised your tuition and fees. You can minimize parent resistance to such increases and actually gain additional good will by offering The Tuition Plan. In line with modern budgeting habits, The Tuition Plan provides parents with a convenient monthly payment plan for paying out of income.

Several hundred colleges and schools are enjoying a fine experience with this added service. Besides achieving a fully-paid enrollment at the start of each term, they receive these direct benefits.

**COLLEGE HAS NO FINANCIAL LIABILITY . . .** on parent-signed contracts, colleges need not refund in event parent defaults on contract.

**A FOUR, THREE OR TWO YEAR PLAN . . .** now may be offered under one flexible contract.

**LIFE INSURANCE INCLUDED . . .** in event parent dies, life insurance takes care of total remaining costs covered by 4, 3 and 2 year contracts.

Operating at no expense to the college, the plan provides all forms, stationery and postage involved . . . cuts your overhead (administration, bookkeeping, clerical, credit and collection costs) in handling student accounts. The Tuition Plan can make important contributions in the areas of parent relations and cost controls. We invite you to write for further information about the plan.



Write for Descriptive Brochure

**THE TUITION PLAN  
INCORPORATED**

One Park Avenue, New York 16, New York

## Literature and Services

• "How to Plan for Educational Television" is the subject of a file folder prepared by the Broadcast and Television Equipment Division of Radio Corporation of America, Camden, N. J. The file contains stories on educational television installations with reprints of editorial material on the subject which has appeared in various publications.

For more details circle #862 on mailing card

• The line of Educators Classroom Furniture, described as "first in functional design," is presented in detail in the catalog recently released by Educators Mfg. Co., 721 E. 25th St., Tacoma, Wash. Descriptive information, photographs and general specifications on the desks, chairs, tables, cabinets and library furniture are included.

For more details circle #863 on mailing card

• The handy Soap and Detergent Buying Guide issued by Colgate-Palmolive Co., 300 Park Ave., New York 22, is now available in the revised 1958 edition. Prepared by the Associated Products Department of the company, the pocket-size booklet gives complete information on more than 40 products in the Colgate line.

For more details circle #864 on mailing card

• Architectural metal letters for institutions as well as other identification and dedication plaques are illustrated in color in a folder released by A. J. Bayer Co., 2300 E. Slauson Ave., Los Angeles 11, Calif. Descriptive information on the let-

ters and plaques in bronze, aluminum, nickel-silver, brass and stainless steel is included.

For more details circle #865 on mailing card

• How the Scotsman "Super Flaker" ice-flaking machine cuts crushed ice costs is the subject of Brochure #SFB-8 issued by Scotsman, Queen Products, Inc., Albert Lea, Minn. Two basic types of "Super Flakers" offering low cost and high efficiency in the production of a high-grade crushed ice are described in the leaflet with information on how the process saves ice costs.

For more details circle #866 on mailing card

## Suppliers' News

International Business Machine Corp., 590 Madison Ave., New York 22, announces the acquisition of the IBM Time Equipment Division by Simplex Time Recorder Co., Gardner, Mass. Products of the division being transferred to Simplex include time clocks, master clock systems, central control systems, fire alarm equipment, job recorders and recorder door locks. IBM will continue to service all time equipment products. The Simplex Company is devoted entirely to the field of time recording and time indicating devices.

Frederic Blank & Co., Inc., 203 Park Ave., New York 17, manufacturer of vinyl fabric-supported wall coverings, announces the opening of a new branch operation at 949 Maple Ave., Los Angeles 15, Calif. The office was opened to give better service to institutions in the West Coast area.


Western Industries, Inc., Chicago, manufacturer of automatic parking lot gates, announces the acquisition of a new and larger plant at 2726 W. 30th Place, Chicago 32. The move was made to supply much needed additional space and to consolidate company activities previously contained in four separate buildings.

Berlitz Publications, Inc. and Pathscope of America, Inc., 10 Columbus Circle, New York 19, recently signed an agreement for the production by Pathscope of 35mm color filmstrips of the Berlitz language courses. Forty lessons will be filmed on each language with accompanying records. Leading educators working with Pathscope check on suitability of the courses for school use. Films will be made available to public schools, colleges and universities, as well as to other groups through Pathscope of America. The filming crews are now in France making the French lesson films, using native French people photographed in their natural surroundings. The French lessons are expected to be ready for distribution in January of 1959.


The Pillsbury Company is the new corporate name of the company long known as Pillsbury Mills, Inc., Minneapolis 2, Minn., manufacturer of milling and bakery products. The new corporate name was adopted as non-restrictive, permitting the company to produce and market numerous products both within and without the food industry.

**All-purpose liquid detergent**

**Mop it on...**



**Walk away**



**Cindet**

**Let Cindet suds lift the dirt for you**


CINDET does more cleaning with less effort and less material; works in hard or soft water.

CINDET outstrips them all as a wax stripper. Cleans walls, woodwork, tile, porcelain, glass, metal.

CINDET does a cleaner job—cuts labor costs! Mop it on, walk away, come back and pick it up.

CINDET does the job with no drag because dirt particles chatter, lift and ride high.

For free sanitary survey of your premises ask your Dolge service man



WESTPORT, CONNECTICUT

**SIPCO DUNKING STATIONS**

**ELIMINATE FIRE HAZARDS FROM CIGARS CIGARETTES MATCHES**




**MODEL 1JWS.**



**MODEL 4J.**



Thousands of BUSINESSES, INSTITUTIONS and INDUSTRIES use SIPCO DUNKING STATIONS as a VITAL AID TO FIRE-SAFETY and SANITARY HOUSEKEEPING PROGRAMS.

Heavy duty CAST ALUMINUM CANISTERS guaranteed three years against breakage. Over 20 different models. Standard and Jumbo sizes. Wall models, Floor models, permanent mounting models. Black crinkle or bright polished finishes. With or without message signs and decals. Special colors and special signs or decals on order.

SIPCO DUNKING STATIONS are designed to be partly filled with water. Drop the "Smoke" in the large top hole and IT'S OUT FOR GOOD. NO SHOULDERING—NO ODORS—NO UNSANITARY CONDITIONS. Lift off the canister or lift out an inner-liner—DUMP IT and the cleaning job is done.

MODEL 4J. Designed for permanent mounting on walls, posts, columns, etc. in public areas. Eliminates pilfering problem. JUMBO size canister furnished with light-weight, rugged glass-fiber inner-liner. Flip back the lid—Lift out the inner-liner and dump it. Inner-liner fits all JUMBO size SIPCO canisters and is available separately.

MODEL 1JWS. JUMBO size DELUXE floor model less message sign and decal. Ideally suited to modernistic or conservative surroundings. 38" high. Heavy weighted base. Also available with attractive, eye-catching message sign and/or decal. (MODEL 1JD)

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DEPT. CU • 3527 FARMINGTON RD. • PEORIA, ILLINOIS



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January, 1959 (b)

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INDEX TO ADVERTISEMENTS ON FOLLOWING PAGE



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FOLD THIS FLAP OUT  
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The two cards below are detachable and are addressed to us. With this flap folded out you can turn through the magazine for the items on which you want further information.



When, in either an advertisement or "What's New" you locate the product, turn to the index to advertisements on the following page or to the index of "What's New" items (left) where you will find the key number for the item. Items advertised are listed alphabetically by manufacturer. "What's New" items are in Key Number order. Circle the corresponding key number on the card below for each item in which you are interested. The second card is for the use of someone else who may also want product data.



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1959 (b)

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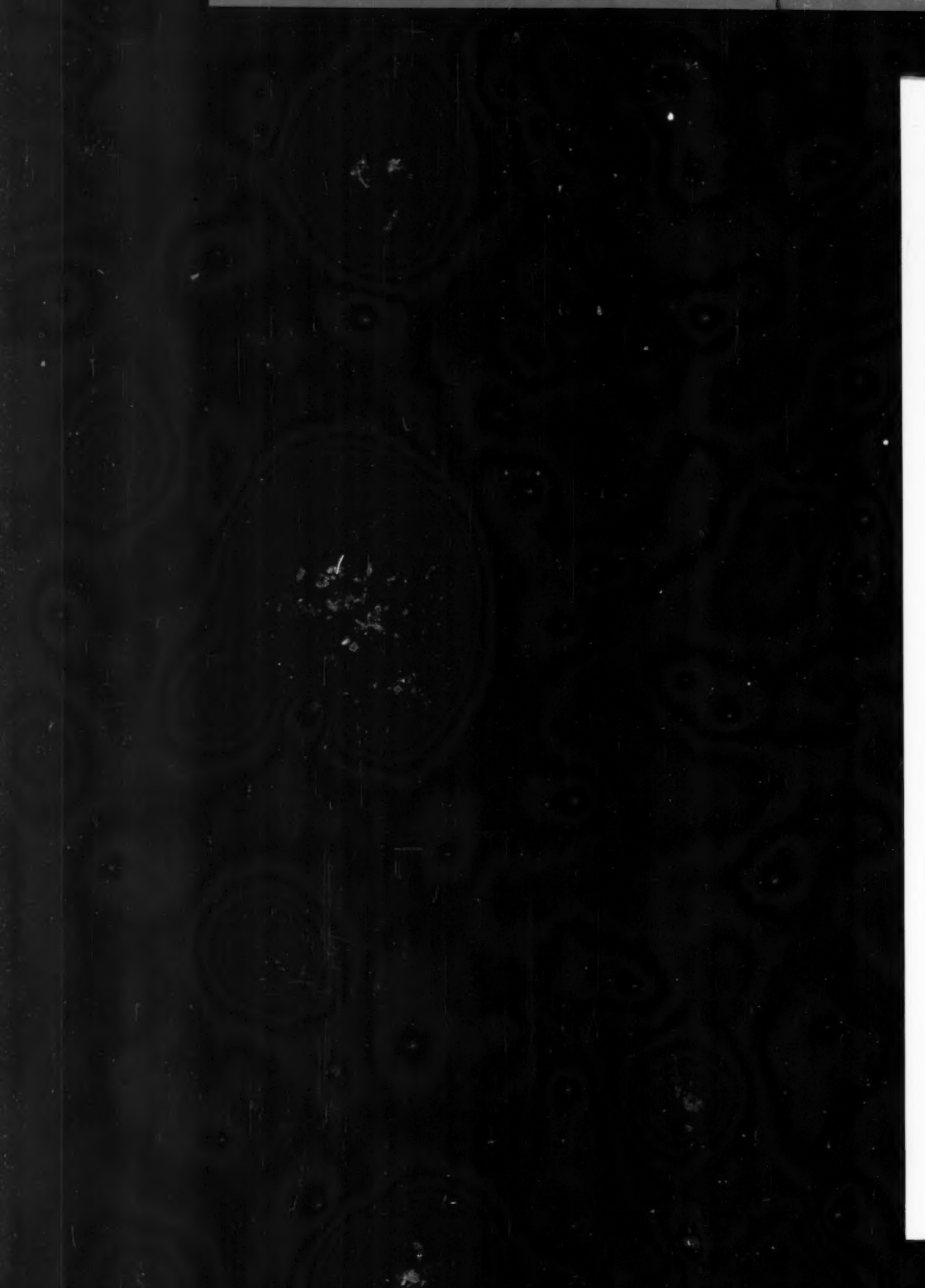
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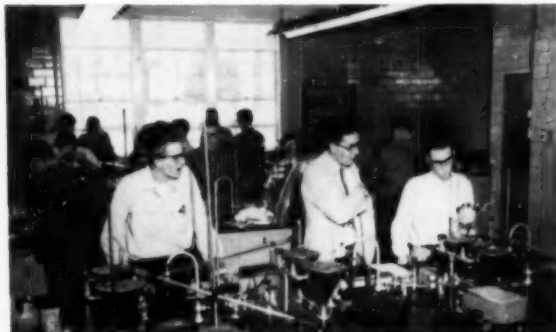
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